MOD Commercial
Contract No: CT/INT13/0025

BOOKLET 3

REQUIREMENTS DOCUMENT

FOR THE

PRIME CONTRACT (PC) INFRASTRUCTURE SUPPORT PROVIDER (ISP) – AFGHANISTAN AND THE INFRASTRUCTURE SUPPORT PROVIDER (ISP) CAMP BASTION AIRFIELD MAINTENANCE (BNAF) PRIME CONTRACT (PC)

Defence Equipment & Support

MINISTRY OF DEFENCE

MOD Commercial
Contract No: CT/INT13/0025

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REQUIREMENTS DOCUMENT

FOR THE

PRIME CONTRACT (PC)
INFRASTRUCTURE
SUPPORT PROVIDER–
AFGHANISTAN incl BNAF (ISP (A))

Defence Equipment & Support 02/05/2012

MINISTRY OF DEFENCE

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INTRODUCTION

1 Background

1.1 The Ministry of Defence (MOD) is the Department of State responsible for the formulation and execution of Defence Policy. It is the central operational and administrative headquarters of the armed forces and the body that procures their equipment and services.

1.2 The MOD is committed to achieving and maintaining the highest standards of infrastructure management and maintenance consistent with good engineering practice and value for money (VFM). Performance in this area ranks equally in importance with the other primary objectives of the MOD.

2 Scope

2.1 This Requirements Document defines the role and duties of the FM and ISP including Bastion Airfield (BNAF). It should be read in conjunction with all conditions of Contract. A Glossary of Terms used in this document is provided at Annex A. and a List of Abbreviations is provided at Annex B.

2.2 To simplify matters in this document, the term “he” is used. This term includes the female form and the wording should be interpreted accordingly. The term ISP is used where the statement is applicable to the Contractor on both the ISP and BNAF elements of the estate.

2.3 The ISP shall manage, procure and complete all of the Contract requirements in accordance with the information contained therein at Sections A – F, Schedules A – F, associated Annexes, all other information contained in the Invitation To Tender documentation and any additional information or clarification issued during the tender process and referred to in the award of the Contract letter, plus any extant technical publications produced by DIO/DE as listed in the DIO/DE Technical Publications Index for the management and construction of the MOD Estate updated and amended in the Quarterly updates list.

2.4 Elements of the requirement will be subject to Inclusive Repair Limits (IRL). Where an IRL is specified; labour, materials, plant and consumables; up to that value will be included within the relevant fee area for that particular Delivery Package. The Authority has the right to include additional alternative IRL options annually (effective from the start of a year) from Year 2 of the Contract onwards. The Authority will review and specify the IRL level on a yearly basis at Contract anniversary.

2.5 The Asset Register and information detailed in Booklet 4 in the Contract documents has been described in good faith, there may be some discrepancies as a result of continued work during the tender process. The Contractor shall be fully responsible for the maintenance and repairs of similar plant and equipment located within the managed buildings or other areas, whether it has or has not been detailed correctly in the Contract, until it can bring it to the Authorities attention. Major plant items, additional floor area either as part of an existing building or new building and change in use, as detailed within Booklet 5 will be subject to an addition/deletion procedure. Minor changes are deemed to be included for maintenance within the Contract lump sum (such as additional socket outlets added, change of type or model of air conditioning unit, addition of window blinds, internal partition addition, etc).

2.6 The Contractor is to be aware that a number of the assets on the site were under construction during the period of contract preparation. All known and planned future development has been included within Booklets 4 and 5 with approximate delivery times. No commitment to carry out the works, either; fully, partially or by planned completion date; is implied or should be assumed by their inclusion within these documents. Although the assets have been included, full details were not available, the Contractor will be responsible for all maintenance after handover to the Authority, whether included or not, until an Add/Omit procedure is implemented.

2.7 This Contract covers work in the flight line area, and as such the Contractor is to anticipate the movement of plant, vehicles and the like; on any aircraft operating surface; and obtain the relevant permission for access from the Authority.

2.8 All works are to be priced against the Schedules of Rates detailed within Booklet 5.

3 Implementation - Infrastructure Support Provider (Afghanistan incl BNAF)

3.1 Delivery Package 1 – Management

3.1.1 A Fixed Fee for the overarching management of the requirement in accordance with Section F1 to include the following:

3.1.1.1 Design, procurement and management of Works Services.

3.1.1.2 Stores management.

3.1.1.3 Materiel management.

3.1.1.4 Tier 1 Asset management.

3.1.1.5 Project management.

3.1.1.6 Management Information Systems (MIS).

3.1.1.7 Personnel management.

3.1.1.8 Site closure and remediation management.

3.2 Delivery Package 2 – Operation and Maintenance

3.2.1 A fixed fee for the Inspection, Operation and Maintenance activities identified including Schedules A, B & C and any manufacturer's guidance or handbooks to include the Authority selected IRL for Remedial Maintenance activities in accordance with Section F2.

3.2.2 Variable stand-alone fees for the provision of a design, procurement and management service capable of developing and delivering Remedial Maintenance activities above the Authority selected IRL, charged to the individual F1097/1.

3.2.3 Works up to the Authority selected Quantity of Works as specified within the Contract documents are deemed to be included within the fees for this works package, all additional works above this level or not specifically included within Booklet 5 may be authorised by the FM on F1097/1.

3.3 Delivery Package 3 – Response Maintenance and New Works

3.3.1 DP 3A – Self Delivery Mechanism (SDM). A fixed fee for the provision of a SDM dedicated to the delivery of Response Maintenance and Minor New Works activities up to the value of £30K in accordance with the pricing schedules in Booklet 5.

3.3.2 DP 3B – Ordered Works. Variable stand-alone fees for the provision of a design, procurement and management service capable of developing and delivering Ordered Works (Response Maintenance and New Works), between the values of £30K and £250K, in accordance with the procedure identified in the DEFCON 2000 Project Managers Handbook from Project Manager Appointment at Work Stage 3 to Completion at Work Stage 10, will be charged to the individual F1097/1. The fees for Work Stages 1 and 2 are included in the fixed fee for Delivery Package 1.

3.4 Delivery Package 4 – Logistics

3.4.1 A fixed fee for the initiation and maintenance of logistical procedures and staff to ensure the effective ordering, delivery and accounting of (but not limited to) the following:

a Tier 1 Spares and Consumables

b Tier 1 Capital Spares and Primary Items

c Engineer Materiel

d Spares and consumables for other than Tier 1 facilities

3.5 Delivery Package 5 – Asset Consolidation Team

3.5.1 A fixed fee for the provision of an Asset Consolidation Team (ACT) dedicated to providing a fully integrated capability to erect, dismantle, refresh, relocate, store, manifest and backload Tier 1 Assets in accordance with Section F5.

3.6 Delivery Package 6 – Deployable Engineer Workshop

3.6.1 A fixed fee for the provision of a team of suitably qualified and competent personnel to operate the Deployable Engineer Workshop (DEW) – a self contained engineering manufacturing capability comprising of discipline specific container based units and office accommodation.

3.7 Delivery Package 7 – Prefabricated Buildings

3.7.1 Provision of a fully integrated service to deliver and install prefabricated buildings in accordance with Section F7 and the all-inclusive pricing schedule in Booklet 5.

3.8 Delivery Package 8 – Technical Working Environment (TWE) Shelters

3.8.1 Provision of an integrated stand-alone capability to erect, dismantle, re-package and store various types of TWE, when so ordered by the Authority, in accordance with Section F8 and the pricing schedule in Booklet 5.

4 Core Deliverables

4.1 The Contract places core deliverables on both the ISP and the Authority, which are summarised at Section E.

4.2 Both the ISP and the Authority shall monitor and report on the Deliverables on a monthly basis and discuss them at the Works Progress Meetings (WPM) which will be held as directed by the FM.

5 Relationships

5.1 The Contract will be managed by a team comprising of both Military and Civilian personnel. The ISP will work collaboratively at all levels with the Authority's management team and the Military chain of command.

5.2 The Authority structure for delivery and management of the requirement is shown below at Figure 1 below.

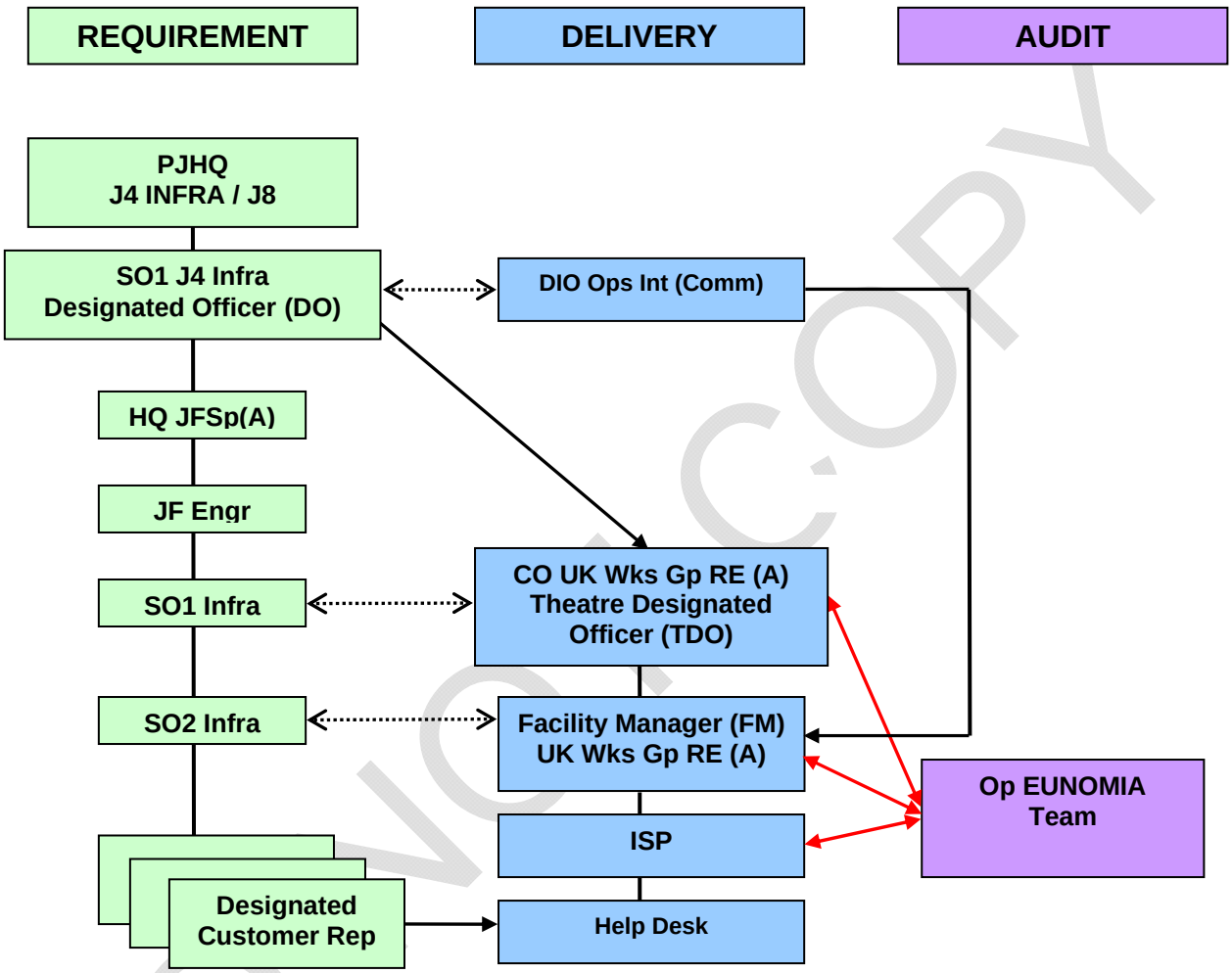

Fig 1 – Relationship Diagram

5.3 The Authority is represented by PJHQ in which Demand and Supply responsibilities come together.

5.4 PJHQ J8 has financial authority for the Contract.

5.5 Contractual authority rests with MOD Commercial (Operations International (Commercial)).

5.6 Requirements and justifications for expenditure are articulated by PJHQ in conjunction with Infrastructure Staff at Headquarters Joint Force Support (Afghanistan) (HQ JFSp(A)) and representatives of deployed military units.

5.7 Delivery to meet the requirement is co-ordinated and monitored by the Theatre Designated Officer (TDO) and the Facilities Management Staff. The Authority will provide a Facilities Manager (FM) and a number of Deputy Facilities Managers (DFM) as assistants.

5.8 In delivering Facilities Management under these arrangements, all parties are to operate having cognisance of the principles contained in, but not limited to, Defence Infrastructure Organisation Specification 005 Issue 003, Defence Estate Management Policy Instruction 07/05, the RAF Manual of Infrastructure Management, JSP435 Capital Works and JSP375 MOD Health and Safety Handbook.

5.9 The ISP is responsible for the delivery of the service described in this document. The ISP is expected to provide a clear management structure. Good communications at each level are essential to facilitate an open and collaborative working relationship.

6 Key Performance indicators

6.1 The Key Performance Indicators used to assess delivery of the Contract requirements are included at Annex I. The UK Wks Gp (A) via the DO and FM will monitor and report on the KPIs on a monthly basis.

Section A - Policy and Planning

Maintenance Policy

A1. Infrastructure Management Policy Statement (IMPS)

A1.1 The local Infrastructure Management Policy; taking due account of statutory requirements, Theatre operational requirements, Top Level Budget (TLB) requirements and advice required from Other Agencies; will be stated in the IMPS. All works functions must comply with the standards agreed and recorded in the IMPS.

A1.2 The ISP is responsible for the preparation of; presentation to the Facilities Manager (FM) and Designated Officer or TDO for agreement; and publishing of the IMPS to a format promulgated by the FM. (Deliverable 1)

A1.3 The IMPS should be updated as necessary and formally reviewed on a bi-annual basis by the ISP. Any amendments made should be identified and recorded in accordance with the ISP Quality Management System (QMS) and notified to the FM and DO/TDO. (Deliverable 2)

A1.4 Hard copies of the IMPS are to be issued by the ISP to the FM as necessary following any update and also on request. As a minimum, the ISP will produce a hard copy of the complete document annually for evaluation by the FM.

A1.5 As a minimum, the IMPS shall include details of the local site-specific standards and procedures used to process requests, report progress and ensure funding and Category/Priority allocation for the following types of Works Service:

A1.5.1 Emergency Call-outs.

A1.5.2 Response Maintenance.

A1.5.3 Remedial Maintenance.

A1.5.4 Planned Preventative Maintenance (PPM).

A1.5.5 Minor New Works.

A1.5.6 Ordered Works.

A1.6 The IMPS should also identify how the provision or re-location of services and other MOD supplied equipment, out with the control of the ISP, which might impact on the agreed work programme, will be dealt with. It should also include details of how retrospective approval will be given by the FM for work of an Emergency or Very Urgent nature; if formal approval was not possible before the works had to start.

A1.7 The IMPS should also include the following:

A1.7.1 Details of the Theatre Energy Management Policy.

A1.7.2 Details of the Theatre Health & Safety and Security Policy.

A1.7.3 Details of the Theatre Emergency Disaster Plan.

A1.7.4 Information about the MOD Safety Rules and Procedures (SRPs) applicable in Theatre, including details of the specialisms for Authorising Engineers (AEs) and Approved Persons (APs) required.

A1.7.5 A copy of the latest approved Site Specific Schedules.

A1.8 The FM and DO/TDO are responsible for assessing the document's validity and accuracy. They must confirm and report that the IMPS complies with the format promulgated and that it accurately reflects Theatre requirements, ensuring that the ISP corrects any non-conformities identified. (**Auth Deliverable 1**)

A2. Defects Liability Period

A2.1 The MOD requires a standard Minimum Defect Liability Period (DLP) of 12 months for all New Works, Mechanical and Electrical (M&E) and Building and Civil Engineering (B&CE) maintenance repairs. The ISP is to inform the FM of any Works Service for which he proposes to have a different DLP, before the works commence.

A3. Siting and Handover Boards (**Auth Deliverable 2**)

A3.1 Formal Siting and Handover Boards; to site any new building or facility, or extension to an existing facility and to take-over a completed building or significant Works Service; will be convened by the HQ JF Sp Infra Branch. The ISP and the FM will be expected to attend or be represented.

A3.2 Prior to a handover board, an initial meeting will be convened by the FM, to consider the takeover in principle of a completed building or other Works Service from the Delivery Contractor. Following this meeting the Delivery Contractor will retain responsibility for the works until such time as the J4 Infra Branch organises a Board of Officers, which will normally be within 20 working days. If possible the J4 Infra Branch will formally accept the Building / Works Service as completed. The ISP will attend these meetings. This process also applies to Core Works undertaken by other contractors or Integrated Project Teams.

A3.3 Other Works Services not warranting a formal Handover Board will be taken-over at a local Handover Meeting chaired by the Authority's on-site representative, or, for small works, upon receipt of a fully completed and compliant Practical Completion Certificate.

A3.4 FM involvement for any works outside this Contract must be agreed in advance by the DO/TDO. The ISP must be satisfied that Works Services are ready to be handed over, with only minor defects, before a Handover Meeting is convened or a certificate is issued.

Financial Planning and Profiling

A4. Introduction

A4.1 The ISP shall prepare and maintain forward works plans and programmes which should list details of both Maintenance and identified New Works activities, and include appropriate entries for the low cost non-specific Response, Remedial, and New Works Services which routinely arise in Theatre, but which may not be specifically identified in advance.

A5. Forward Maintenance Register (FMR)

A5.1 The FMR will be maintained by the ISP and should be regarded as the database of all known and identified future Works Services for Theatre. It should list all outstanding Maintenance items and identified New Works, irrespective of their value, which should be categorised and programmed into appropriate years for implementation. The ISP Contractor shall, within 3 months, of undertaking the Contract, formally review the FMR and make any recommendations for changes, should they be required. **(Deliverable 3's)**

A5.2 A database, in an agreed format, will be provided by the ISP and be used to create the FMR. The FMR will be regularly updated by the ISP as Works Services are identified in Theatre via Site Specific Schedules, Schedule A (and any other) inspections, maintenance activities and as a result of user requests. All entries should be reviewed for appropriateness and revised as necessary and be categorised and programmed into the appropriate time-scale for completion. **(Deliverable 3)**

A5.3 The FMR is to include estimated costs (which are for planning purposes only and are not capable of acceptance), developed by the ISP, which are to reflect the current-day value of the Works Service, regardless of which year the work is placed in the register. Separate entries should be included for any additional individual Management and Design Fees required and it should be made clear if the costs, for the Works Services listed, include/exclude access, attendance, VAT etc.

A5.4 The FMR will be used by the FM to determine what work should be carried out in a particular year; therefore, accuracy of this document is crucial to all programme planning. Furthermore, a copy of the FMR may be used to accompany the Planning Round Costing Submission (where required) to validate requests for funding.

A5.5 The ISP / FM will maintain and update the FMR within 28 days of works being completed and / or as elements of work arise, thus ensuring that the register is appropriate and accurate.

A5.6 The FM & J4 infra Branch will be responsible for reviewing the FMR, undertaking trend analysis of the data and formally approving any changes to the FMR by exception on a quarterly basis. **(Auth Deliverable No. 3)**

A5.7 The J4 Infra Branch jointly with the FM will be responsible for assessing the document's validity and ensuring that it accurately reflects the Works requirements on an annual basis. **(Deliverable No 3)**

A6. Planning Round Costing Submission (where required)

A6.1 The Planning Round Costing Submission is to be produced strictly in accordance with in-theatre infrastructure staff instructions.

A6.2 The ISP will prepare a draft Planning Round Costing Submission for the approval of the in-theatre infrastructure staff and submit the approved Planning Round Costing Submission for validation and onward transmission. **(Deliverable 4's)**

A7. Business Cases (BC)

A7.1 The FM is to liase with the Theatre finance staff to ensure that work requiring a BC is identified and that the works options produced are appropriate. He is to obtain relevant endorsement before a works option is adopted.

A7.2 It is the responsibility of the Theatre finance staff to ensure that BCs are produced for all Works Services that exceed the BC Threshold and all works that are considered to be novel or contentious.

A7.3 The FM may request the ISP (within the fee for Delivery Packages 1 – Management) to provide the costs for the works element of any BC. The FM is responsible for ensuring that no work over the agreed BC threshold is undertaken without a BC having been completed or that a statement of BC non-requirement has been issued by the Theatre finance staff. (Deliverable 5s)

A8. Forecast of Outturn (FOO)

A8.1 On request, the ISP will (within the fee for Delivery Package 1) assist the FM with the preparation of ad-hoc reports required for financial planning purposes.

A8.2 The FOO drawn up immediately before the start of each Calendar Year for Accounting Period Zero (AP0) should be regarded as the annual Cost Plan, which should show the planned spend profile of the funds allocated.

A8.3 The ISP will advise the FM in the Monthly Report, or when requested, about the anticipated Carry-out from all funds committed in the current Calendar Year. He will also advise the FM of any Carry-in monies from previous FY(s).

Planning Works Services

A9. Introduction

A9.1 The ISP is to provide a comprehensive multi-disciplinary planning, specification and design service for all programmed and non-programmed work to achieve a timely and cost-effective solution for all Works Services.

A9.2 **All** construction works[1] undertaken by the ISP are subject to the tenets of The Construction (Design and Management) Regulations 2007 (CDM 2007). To that end the ISP is responsible for applying the latest version of the Construction (Design and Management) Regulations to **all works** and implementing the requirements for both notifiable and non-notifiable works as necessary. All as per Section D.

A10. Requests for Works Services

A10.1 Works Services in theatre will arise from the following sources:

A10.1.1 The FMR.

A10.1.2 Site Specific Schedules, PPM activities and inspection reports.

A10.1.3 TLB/Theatre/End-user Requirements.

A10.1.4 Trend Analysis.

A10.1.5 The Help Desk.

A10.2 The ISP shall ensure that all requests for Works Services are appropriate and, if applicable, that the end-user has highlighted any known local hazards. He must also ensure that they contain sufficient detail to allow the Works Service to be planned and implemented by the ISP.

A10.3 The ISP is also responsible for ensuring that all Works Services are allocated the correct Maintenance Category and Priority as defined within the IMPS and that a realistic time-scale is allocated to the works.

A11 Developing the Scope of Works Services

A11.1 Works Services are to be developed in accordance with the staged processes identified in the DEFCON 2000 Project Managers Handbook (Currently Edition 2 – 2005).

A11.2 When requested by the FM, for projects valued <£30K, the ISP will (within the fee for Delivery Package 1) produce Assessment Briefs, developed to DEFCON 2000 Work Stage 1. (Deliverable 5)

[1] CDM (2007) defines "Construction work" as any building, civil engineering or engineering construction work and includes: construction, alteration, conversion, fitting out, commissioning, renovation, repair, upkeep, redecoration or other maintenance and further as stipulated in the Regulations.

A11.3 For Works Services >£30K, and when requested by the FM, the ISP will (within the fee for Delivery Package 1) produce Assessment Studies developed to DEFCON 2000 Work Stage 2. During the development of the Assessment Studies consideration of the size and complexity of the Works Service needs to be taken and it should be sufficiently sophisticated to enable the Authority to produce it's Initial Gate Business Case (IGBC) (where required). **(Deliverable 5)**

A11.4 The ISP shall ensure that IMPS requirements, including Energy Management considerations and environmental protection matters, are complied with.

A11.5 The FM will validate any Assessment Briefs or Studies produced by the ISP prior to submission. (**Auth Deliverable 5**)

A12 Estimating the Cost of Works Services

A12.1 The ISP is responsible for producing estimated costs (using the Authority selected Schedules of Rates where applicable) during the production of Assessment Studies and other Works Services in order to aid the FM in forecasting future expenditure.

Planning the Inspection, Operation and Maintenance of Assets

A13 Data Packs. The ISP is responsible for producing and updating Data Packs. Within one month from single running the ISP shall produce hard and electronic versions of the initial Data Pack(s), in a format to be agreed by the FM. The ISP shall also update the Data Packs within 14 days of any significant change. A full review of the Data Packs shall be undertaken by the ISP on the anniversary of the Contract. The ISP shall be the custodian of the Data Packs and shall produce them in the agreed format on request from the FM. (**Deliverables 6 and 7**)

A14 Site Specific Schedules

A14.1 The ISP shall review the tasks and frequencies listed in the Site Specific Schedules (Annex C to Booklet 4) and Schedule A. The Site Specific Schedules should be updated as necessary and formally reviewed on a quarterly basis by the FM. Any amendments made should be identified and recorded within one month. A copy of the latest agreed Site Specific Schedules should be included or referenced in the IMPS. (**Deliverable 8 and Auth Deliverable 6**)

A14.2 Schedule A and the Site Specific Schedules together with the Data Packs are indicative of what the likely requirements are but may not encompass all items on a particular site. The ISP is to review the infrastructure on the site and, with reference to the combined Schedule B and C (to this booklet), recommend to the FM any additional local inspection or maintenance requirements for incorporation in the Site Specific Schedules. (**Deliverable 8**)

A14.3 The ISP shall continuously consider rationalising the scope/frequency of the maintenance tasks shown in Schedule A and the Site Specific Schedules. Any changes proposed must be supported by a Risk Assessment and be endorsed by the FM.

A14.4 The ISP shall be responsible for preparing and publishing hard, and electronic copies of the resulting Site Specific Schedules on request. As a minimum, the ISP will produce a hard copy of the complete document annually for evaluation by the FM.

A14.5 The FM is responsible for assessing the validity and accuracy of the Site Specific Schedules and confirming (or otherwise) to the ISP that it is suitable for implementation. (**Auth Deliverable 8**)

A15 Asset Register

A15.1 The ISP will prepare, update and maintain an Asset Register for the Theatre, which should list all infrastructure assets down to level 4 at all sites, both fixed and portable. It should contain sufficient information to identify fully the asset, together with its known history. It should be based on DIO Specification 024 and is to be routinely updated by the ISP and held electronically, in a format to be approved by the FM. (Deliverable 9)

A15.2 The ISP shall maintain the Asset Register and advise the FM of all amendments made. Hard and electronic copies of the complete document shall be issued to the FM on request and at the end of the ISP Contract. (Deliverable 9)

A15.3 Additions and Deletions to the Asset Register, post Contract award, will be priced using the Asset Register Change Mechanism (ARCM) – Schedule of Rates included in Booklet 5. For each type of accommodation and miscellaneous infrastructure items the ISP shall provide an all-inclusive rate for a 4-week period for Delivery Packages 1, 2 and 4, which will accurately reflect the increased or decreased management effort and work load on the ISP as a result of the addition or deletion. Such additions and deletions will be formally notified by Contract Amendment. The ARCM includes a site/location multiplier to reflect the different locations the ISP operates in.

A16 Annual Inspection and Planned Preventative Maintenance (PPM) Programmes

A16.1 The ISP shall prepare, maintain and update annual Inspection and PPM Programmes for all the tasks identified in the agreed Site Specific Schedules for the forthcoming Calendar Year (**Deliverable 10**). As a minimum, the programmes shall include:

A16.1.1 The inspection task number.

A16.1.2 Details of the asset(s) to be inspected including the location of the structure, description of the system imported from the updated Asset Register.

A16.1.3 The date of the last inspection and the date when the next inspection is required and planned.

A16.1.4 The resource to be used, e.g. SDM, sub-contractor.

A16.1.5 A system for trend analysis of defects.

A16.2 The ISP shall maintain discrete records for each facility by site and within sites (facility jacket).

A16.3 The ISP shall ensure that the type of inspection and the period between inspections, examinations, tests and checks for each asset (i.e. structure, system, installation or part thereof) accords with safety requirements and manufacturers' recommendations. He shall comply with good engineering practice as well as the statutory, MOD mandatory and client requirements outlined in the agreed Site Specific Schedules.

A16.4 The Contractor will provide inspection data from the Schedule A-C inspection regime, in a format agreed by the FM, to allow for trend analysis, prioritisation of works, population of the FMR and strategic management of the Estate.

A16.5 The Contractor will provide the proposed inspection and PPM programmes to the FM for approval initially within 8 weeks of the start of Contract and in January of each year thereafter. (**Deliverable 10**)

A16.6 Once the Site Specific Schedules at A14 have been produced the Contractor will submit the amended programme to the FM for approval. Once the FM has approved the programmes he will instruct the Contractor to commence their implementation.

A16.7 The FM will review the programmes submitted by the ISP and give approval to the Contractor to implement the programmes. (Auth Deliverable 8)

A16.8 The ISP will bear the cost of the management and execution of the PPM tasks and inspections identified in his tender for each year of the Contract. Additional payments will only be made for assets added post Contract award. Similarly, payments may be reduced for assets removed post Contract award. Reductions may be levied against the ISP in respect of late or non-delivery of scheduled PPM tasks and inspections – linked to the Key Performance Indicators (KPI).

A16.9 The ISP shall also bear the cost of the inspection of the deployed AM2 Matting in accordance with AESP 5680-D-250-201. Any maintenance activities identified by these inspections are to be reported to the FM who will, if required, order the work on a F1097/1 using the Firm Prices from the pricing schedule in Booklet 5.

Energy Management and Sustainable Operations on Government Estate (SOGE) Policy

A17 Introduction

A17.1 The Government's Energy Management Policy for the conservation and management of energy and the SOGE policy will be adopted where applicable and practical for use by the ISP and will be incorporated into the IMPS. The policy will be followed by the FM and ISP Contractor when considering any maintenance or New Works in order to sustain and protect the environment; and to achieve reductions in energy consumption and emissions etc.

A18 Advice

A18.1 The ISP shall consult with and advise the FM as appropriate to maximise reductions in energy consumption and the associated financial expenditure.

A18.2 On request from the FM, the ISP shall provide Design Teams with information on the Energy and Maintenance Policy identified in the IMPS at the Appraisal Stage. This includes designers employed by the ISP and those working on Individual Works Projects on behalf of any external Project Manager (PM) appointed separately by the Authority.

A19 Guidance

A19.1 The Contractor shall use reasonable skill and care to operate and maintain energy consuming plant and equipment at optimum efficiency and shall use reasonable skill and care to use fuels, electricity and water economically.

A19.2 The Contractor shall ensure all thermal / solar insulation is replaced after maintenance / repair work has been carried out.

A19.3 The Contractor shall seek energy savings through improved operating and maintenance practices and close liaison with the FM and the Authority.

A19.4 Economy measures requiring work outside the scope of this Contract, which are identified by the Contractor during the normal course of work, shall be reported in writing to the DO via the FM. As part of the Authority's energy conservation programme, buildings and plant on the site(s) covered by the Contract may be subject to energy surveys undertaken by the Authority or on behalf of the Authority.

A19.5 Reported cooling deficiencies within buildings or facilities are not to be dealt with by just lowering the settings of the control equipment. The Contractor must use a 'Black Ball' thermometer to determine the space temperature of individual areas and any alteration to the control variables must be agreed with the FM

Facility Management Records

A20 Introduction

A20.1 The ISP shall control, curate and update on behalf of, and in a format approved by, the FM, all the local Facility Management records. This may include, but is not limited to, information held on computer databases, drawings, handbooks, statutory inspection certificates, register of polluting discharges, asbestos register, asset register, property files, PPM Records, Inspection Reports, Data Packs, lists of buildings of special interest, theatre Infrastructure Development Plans (IDPs), H&S Files and Handover documentation. (**Deliverable 12**)

A21 Master Index (MI)

A21.1 The ISP will produce and continuously maintain thereafter the MI, which is a complete listing of all the Facility Management records including documents drawings, and records held for every asset, building, system or service on all areas covered by the Contract. (**Deliverable 11**)

A21.2 The FM will undertake a bi-annual review of the MI. Hard copies and an electronic version meeting the requirements should be provided in accordance with the Contract deliverables.

A21.3 Throughout the course of the Contract, the Contractor will provide handover documentation for all appropriate Works and will update and/or replace the existing records and revise the MI as necessary within 2 weeks of any change. (**Deliverable 12**)

A21.4 Throughout the course of the Contract, the Contractor will, following handover of works by others will update and/or replace the existing records and revise the MI as necessary within 2 weeks of any change

A22 Maintenance of FM Records

A22.1 On appointment, the ISP is to obtain and curate all the information recorded in the MI from the preceding Contractor and, if necessary, advise the FM of any incomplete records and the scale and cost of any update required. At the end of his Contract the ISP must pass all of the information recorded in the latest MI to their successor or otherwise as directed by the Authority.

A22.2 The ISP shall make available to the FM copies of any FM records held. Where documentation requested is not held, the ISP shall advise the FM of costs and methods of obtaining the information and preparing any necessary background information and briefing documents.

A22.3 Any new documentation required from the ISP by the FM, either as a result of the initial review or following a specific request, will be requisitioned as ordered works. Once provided, the new information is to be curated and entered on the MI by the ISP.

A22.4 The ISP is to maintain all documents and records to the satisfaction of the FM.

ALL FM RECORDS SHALL REMAIN THE PROPERTY OF THE AUTHORITY. THE ISP SHALL BACK-UP ALL ELECTRONIC FM RECORDS MONTHLY. THE BACK-UP COPY SHALL BE HELD IN A SEPARATE BUILDING TO THE ISP'S MAIN OFFICE.

SECTION B – WORKS MANAGEMENT AND PROCUREMENT

Works Management

B1 Introduction

B1.1 The ISP is to provide a comprehensive multi-disciplinary, planning, design, contracting, procurement and execution service for all programmed and non-programmed Works Services and Infrastructure Activities to achieve a timely and best VFM solution whilst taking account of operational requirements.

B1.2 The Contractor is to comply with UK legislation so far as is reasonably practicable. Specifically the Contractor is to comply with the Health and Safety at Work Act 1974 (HASAWA) that provides the legal basis under which all other safety regulations are formed. Mandatory regulations include, but are not limited to:

B1.2.1 Construction (Design and Management) Regulations 2007.

B1.2.2 Control of Substances Hazardous to Health (COSHH) Regulations 2002.

B1.2.3 Electricity at Work Regulations 1989.

B1.2.4 Electricity, Safety, Quality and Continuity Regulations 2002

B1.2.5 The Confined Spaces Regulations 1997.

B1.2.6 Construction (Working Places) Regulations 1966.

B1.2.7 Work at Height Regulations 2005.

B1.2.8 Workplace (Health, Safety and Welfare) Regulations 1992.

B1.2.9 Chemicals (Hazard Information and Packaging) (CHIP) Regulations.

B1.2.10 Management of Health and Safety at Work Regulations 1999.

B1.3 The Contractor will ensure that he, and all sub-Contractors engaged by him, comply with all current and relevant Approved Codes of Practice (ACOPs), the requirements of extant Government H&S Legislation and Policy, all relevant JSPs, and MOD Safe Systems of Work (SSoWs) including any amendments and subsequent updates.

B1.4 The Contractor is assumed to accept that a commitment to work outside of normal working hours may arise, which is deemed to be included within the lump sum price, as a result of:

B1.4.1 Any tasks with frequencies of daily or twice daily.

B1.4.2 Emergency call-outs.

B1.4.3 Urgent Works.

B1.4.4 The need to accommodate any agreed operational requirement of the Authority.

B1.4.5 The need to rectify any failure to achieve an adequate level of operation, maintenance or repair.

B2 Management of Works Services

B2.1 The ISP shall plan and execute Works Services in Theatre. This includes, but is not limited to:

B2.1.1 Planning, specifying, designing, managing and executing all Works Services and Ordered Works Services that have been approved by the FM.

B2.1.2 Operating, maintaining and repairing plant, equipment, systems and assets.

B2.1.3 Providing regular reports and specialist technical and professional advice on all FM activities.

B2.1.4 Settling disputes arising from sub-contractors' activities to the satisfaction of the Authority.

B2.1.5 Maintaining and operating a Quality Management System and keeping complete, comprehensive and accurate records of all Works Services undertaken.

B2.1.6 Attending siting and handover boards/meetings as appropriate.

B2.1.7 Undertaking appropriate Trend Analysis to ensure performance is not compromised and that VFM is provided through all FM activities in Theatre. For example, the results of chemical and biological sampling should be monitored to identify any upward trends, allowing action to be taken before the approved discharge standards are exceeded. PPM records should be reviewed for unexpected repairs, e.g. the need to replace a fuse, fan belt, filter, lamp etc. more frequently than usual.

B2.1.8 Recovery action, to the satisfaction of the FM, to be taken when financial or physical progress varies from the programme.

B2.1.9 Inviting the FM to all meetings associated with the works.

B3 Support and Advice

B3.1 The ISP is to provide general support and advice to the FM (within the fee for Delivery Package 1 – Management) both pro-actively and on request, to ensure the successful completion of all FM activities. This includes, but is not limited to:

B3.1.1 Professional and/or Technical advice, including, but not limited to, Pre and Post Occupational surveys and documentation.

B3.1.2 Assisting with the compilation of an Estate Condition Survey.

B3.1.3 The applicability/impact of DIO/DE Policy Instructions and any other new legislation affecting FM.

Procurement

B4 Introduction

B4.1 The ISP is to let all sub-contracts in accordance with the agreed Annual Procurement Strategy (APS). The ISP is to instruct the sub-contractor on any special conditions, known hazards and prevailing local security requirements, before the works commence.

B5 Procurement Method

B5.1 The procurement method used by the ISP is to take account of the nature and urgency of the task, and the agreed APS.

B5.2 Any deviations from the procurement method stated in the agreed APS must be fully justified by the ISP to demonstrate VFM and compliance with Government guidelines.

B5.3 For high value or long duration Works Services, the use of milestone payments and retention for warranty periods or outstanding defects must be agreed with the FM prior to tendering for any sub-contract works, with subsequent agreement included in any invitation to tendering documentation. However, should variations arise during the performance of any works the Contractor may also request further milestone payments which will be subject to the FM's agreement.

B5.4 The ISP is to conduct all tendering activities in accordance with the DIO/DE Best Practice Guidance.

B5.5 The ISP is to liaise with the FM when planning Tender Boards and invite him, or his nominated representative, to attend.

Note: Further guidance on tendering is available in Version 2 of the DIO/DE Best Practice Guides entitled "Tender Procedures" and "Preparation and Maintenance of a Tender Register" issued August 2000.

B6 Management of Sub-contracts

B6.1 Pre-start meetings should be held between the ISP and the sub-contractor. End-users may be invited to attend these meetings at the discretion of the FM. At this stage the ISP will identify any security issues/constraints which may have an impact upon the performance of the Works Service.

B6.2 The ISP is responsible for managing the sub-contract to ensure that it is completed within the agreed time-scale and cost, and to the standard specified. He is also responsible for monitoring that, where practicable, all H&S and quality standards are complied with.

B6.3 The ISP will be responsible for ensuring a satisfactory level of performance by his sub-contractors through site inspections, control and justification of variation orders, and regular contact with the FM, or his nominated representative.

B6.4 The ISP will hold site progress meetings for appropriate Works Services with sub-contractors, which the FM and interested parties should be invited to attend. Minutes of these meetings are to be produced by the ISP and sent to the FM within five working days of the meeting.

B6.5 Any input from end-users at progress meetings or during the course of the works must be authorised by the FM. The ISP must ensure that his staff and sub-contractors are made aware that end-users have no authority whatsoever to order variations to the agreed Works Services and that the ISP will be held responsible for any unauthorised changes so actioned, bearing any costs involved.

B7 Practical Completion

B7.1 The ISP will ensure, by inspection, that Practical Completion has been achieved before a Works Service is offered for handover, and that all the necessary documentation is available for review and for future use. For most Works Services this will include maintenance and operation manuals, as-built drawings and a Health & Safety File.

B7.2 The ISP must also provide and/or ensure that the sub-contractor provides any training necessary for the operation and maintenance of the asset(s), by the end-users and maintenance operatives.

B7.3 The ISP shall certify that the work has been completed correctly, by issuing a Certificate of Practical Completion to the FM. (**Deliverable 13**) The Works Service will only be regarded as Work Complete (WC) when this certificate has been authorised by the FM. (**Auth Deliverable 9**)

B7.4 The Certificate of Practical Completion may contain a list of outstanding defects and deficiencies. The Works Service will only be regarded as Work and Expenditure Complete (WEC) when these outstanding defects and deficiencies have been rectified and the full and final payments, including those for any retention monies, have been authorised by the FM.

B8 Handover/Take-over

B8.1 The FM should not take-over a Works Service from the ISP until it can be certified WC and has reached a stage where any outstanding defects and deficiencies can be rectified within two weeks. The level of each handover required is to be determined by FM in accordance with the policy detailed at Section A3.

B8.2 The ISP shall manage the inspection, testing, commissioning and handover of all completed Works Services. He will monitor all handover documentation provided, report on the standard of workmanship etc. achieved and advise the FM of any deficiencies identified. The FM will include an assessment of handover documentation in his routine monitoring and auditing activities.

B8.3 On completion of a successful take-over by the FM the ISP will, within 14 days unless otherwise agreed by the FM, add any new assets to the Asset Register, Site Specific Schedules, the Inspection and PPM Programmes and the FMR as necessary. He shall also update and/or replace the existing records held and revise the MI accordingly.

B9 Invoicing

B9.1 The ISP is responsible for certifying and paying sub-contractors interim and final accounts and settling any claims. All applications for payment of ISP fees and sub-contractors' costs will be made on a MOD Form AG 173/177 and accord with the instructions detailed in The Late Payment of Commercial Debts (Interest) Act 1998. (**Deliverable 14**)

B9.2 Payments are usually made once the Works Service has been taken-over by the FM and all outstanding defects have been completed, and the ISP has raised and issued a MOD Form AG 173/177 for the one and only payment. However, Interim payments based on the APS or milestone payments agreed with the FM may be requested by the ISP and raised on MOD Form AG173/177. (**Auth Deliverable 11**)

B9.3 If retention monies are held by the ISP, in accordance with the agreement made at the start of the sub-contract, they shall be released after the ISP confirms that any outstanding defects have been rectified with agreement from the FM and/or that any defects liability period has expired. (**Auth Deliverable 12**)

Note: Under no circumstances can the individual ordering a Works Service on an F1097/1 authorise the payment on the corresponding MOD Form AG 173/177.

B10 Defects Liability Period Inspections

B10.1 The ISP must brief the FM about any defects liability period (DLP) that exist for any new or replacement assets when a Works Service is handed over. Within one month before the end of the DLP, the ISP is to carry out an end of warranty period inspection and update the records accordingly. **(Deliverable 15)**

B10.2 The ISP shall inform the FM, in writing, of the results of his inspection and initiate and manage any follow up action required. He is to ensure that all work identified during this inspection is completed within 30 days, or demonstrate that the work has been passed to a third party for completion.

Implementing Works Services

B11 Introduction

B11.1 Works Services arise from the following sources;

B11.1.1 Emergency call-outs / Response Maintenance Tasks

B11.1.2 Remedial Maintenance Tasks

B11.1.3 New Works

B11.1.4 Ordered Works

B11.2 For Remedial Maintenance tasks with a value under the Authority selected Inclusive Repair Limit (IRL) the ISP will undertake and deliver the work without reference to the FM but will capture the cost of materials and record the labour resource in terms of discipline and man-hours on the ISP MI system. These Works Services are to be reported through the Help Desk and an F1097/1 will not be issued. The ISP is to report the average IRL Occurrence cost in the Monthly Report. **(Deliverable 16 and 17)**

B11.3 For Remedial Maintenance tasks with a value above the Authority selected IRL the FM must authorise the work. Such works above the IRL will be ordered in advance by the FM by way of an F1097/1, except for works reported through the ISP Help Desk that are considered Emergency or Very Urgent. For these works the FM or his staff may issue verbal instructions, which will be followed by a Confirmation of Verbal Instruction (CVI) within three working days. A F1097/1 will also subsequently be issued by the FM for these works. (Auth Deliverable 13).

B11.4 For Response Maintenance tasks with a value of less than or equal to £3,000, the ISP will deliver the work in accordance with the respective Occurrence Banding and Value Banding Pricing Schedules in Booklet 5. For tasks with a value between £3,000 and the Threshold Value, the ISP will seek the FM's approval prior to commencing any work. For these works the FM will issue a notification to proceed, which may be a verbal instruction. If a verbal instruction is issued it will be followed by a written confirmation within three working days. Tasks with a value above the Threshold Value will be ordered (Ordered Works) in advance by the FM by way of an F1097/1.

B11.5 Should the Response Maintenance Occurrence Quantity reach the relevant trigger points (as detailed in the Pricing Booklet, Booklet 5) the Contractor is to continue to provide an assured delivery and a Contract Amendment will be issued at each QRM by the Authority to facilitate payment at the pre-agreed rate. Such works above the Occurrence Quantity may also be ordered in advance by the FM by way of an F1097/1.

B11.6 For Minor New Works tasks with a value below the Threshold Value the ISP will deliver the work in accordance with the respective Occurrence Quantity and Value Banding Pricing Schedules in Booklet 5. Should the Occurrence Quantity reach the relevant trigger points (as detailed in the Pricing Booklet, Booklet 5) the Contractor is to continue to provide an assured delivery and a Contract Amendment will be issued at the subsequent QRM by the Authority to facilitate payment at the pre-agreed rate. Such works above the Occurrence Quantity may also be ordered (Ordered Works) in advance by the FM by way of an F1097/1.

B11.7 When calculating prices for Works Services below the Threshold Value the ISP will use the Schedules of Rates as detailed in Booklet 5.

B11.8 Works Services are ordered, and developed, in accordance with the diagram at figure 2 and the Works Services Flow Processes at Annex O.

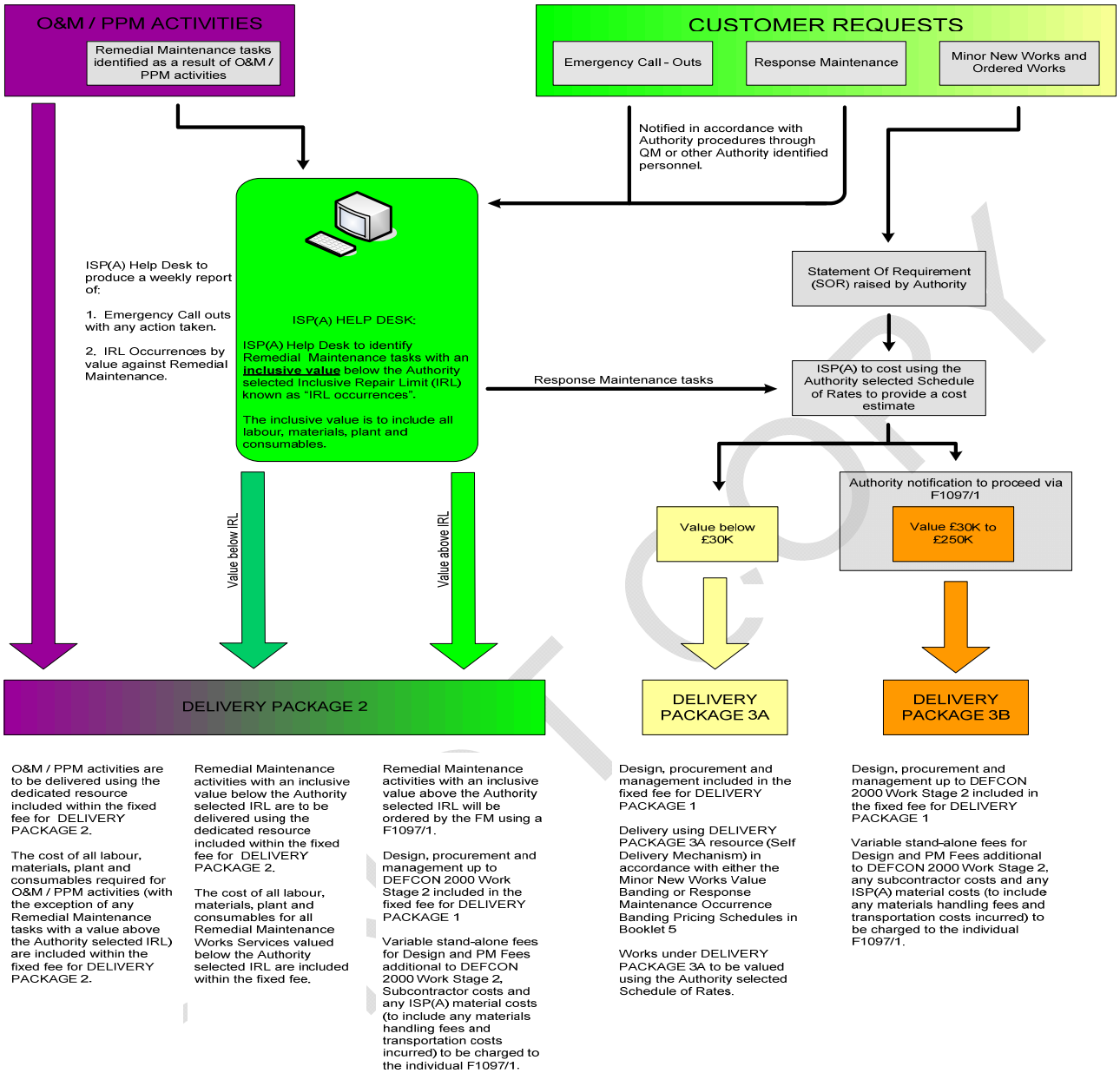

Figure 2 – Works Services Flow Diagram

B12 Inclusive Repair Limit (IRL)

B12.1 The IRL shall be:

B12.1.1 The maximum value for a Works task and shall include all relevant and implicit resource costs (e.g. labour, materials, plant, equipment and consumables) necessary for its completion.

B12.1.2 The entire activity related to an occurrence (i.e. a single intervention rather than the aggregation of like activity).

B12.2 The value of the annual Lump Sum payments for the Planned Preventative Maintenance (PPM) programme and Remedial Maintenance services shall be linked directly to the value of the IRL. All Remedial Maintenance activities that are priced below the IRL shall be conducted by the ISP at no additional cost to the Authority and within the response times set out in Table 1.

B12.3 Where the Remedial Maintenance is agreed, as an exception to the IRL (for example, Authority damage etc), by the FM, the ISP shall be reimbursed for the total cost of the works (i.e. the value of the IRL shall not be deducted from the total cost).

B12.4 Examples of occurrences that would breach the IRL threshold would include:

B12.4.1 Where the unit cost of procuring and installing a single component (e.g. boiler heating pump) exceeds the IRL.

B12.4.2 Where it is more cost effective, to the Authority, for the ISP to undertake related repairs / replacements to a major component observed when responding to the repair/replacement of a related component (e.g. the necessity to replace the gearing mechanism of a gantry crane that was detected when replacing a fan belt).

B12.5 All Remedial Maintenance tasks above the IRL must be authorised by the FM, who shall (if required) order the work by way of an F1097/1. Once authorised, the ISP is to complete the works in accordance with the response times set out in Table 1.

B13 Works Services below the Threshold Value

B13.1 Response Maintenance tasks below the Threshold Value will be completed by the ISP Self Delivery Mechanism (SDM) in accordance with the respective Occurrence Banding and Value Banding Pricing Schedules (Booklet 5) and within the response times set out in Table 1.

B13.2 Response Maintenance requests will be reported to and tracked by the ISP Help Desk Facility. The ISP will produce a cost estimate (using the Authority selected Schedules of Rates) for the request. Should the cost be equal to or less than £3,000 the ISP SDM will carry out the work without further recourse to the FM. Should the cost be between £3,000 and the Threshold Value the ISP will seek the FM's approval prior to commencing any work. When the annual allowance for that value band has been reached the ISP will complete the work either in accordance with B11.5 or by way of a F1097/1, with the price per additional task as per the Pricing Booklet, Booklet 5.

B13.3 Minor New Works tasks below the Threshold Value will be completed by the ISP Self Delivery Mechanism (SDM) in accordance with the respective Occurrence Banding and Value Banding Pricing Schedules (Booklet 5) and within the response times set out in Section B14.3.

B13.4 New Works requests will be reported by way of a correctly formulated and approved Statement of Requirement (SOR) from the J4 Infra Branch. (**Auth Deliverable 14**) The system will operate on a number of events occurring each month that fall within pre-determined value bands. The ISP will produce a cost estimate (using the Authority selected Schedule of Rates) for the request. Should the cost be below the Threshold Value, and if authorised by the FM, the ISP SDM will carry out the work without further recourse to the FM. When the annual allowance for that value band has been reached the ISP will complete the work either in accordance with B11.6 or by way of a F1097/1, with the price per additional task as per the Pricing Booklet, Booklet 5.

B13.5 The ISP shall record and track works services below the Threshold Value on the ISP Management Information System (MIS). Each month the ISP will provide the FM with a report providing, as a minimum, the following information; number of events raised against each value band, number of events completed against each value band, cost estimate (using Schedules of Rates) of each works service, actual cost of each works service and trend analysis. The FM shall review the report in conjunction with the ISP and should trend analysis show that the number of Minor New Works events exceeds a tolerance of +/- 10% then the FM is to make a recommendation to MOD Commercial to adjust the number of events in the future months accordingly.

B14 Ordering Works Services above the Threshold Value/IRL via a F1097/1

B14.1 This procedure applies to Remedial Maintenance tasks above the IRL and Response Maintenance and Ordered Works tasks above the Threshold Value.

B14.2 Prior to a F1097/1 being raised the FM will request the ISP to provide a Rough Order of Cost (ROC) estimate based upon a clear Statement Of Requirement (SOR), (**Auth Deliverable 14**) this is to be used for planning purposes and is to be returned to the FM within 5 days unless otherwise agreed with the FM. **(Deliverable 18)**

B14.3 Should the FM decide to proceed with the Works Service following receipt of the ROC estimate a F1097/1 will be issued. The FM must ensure that any F1097/1 issued clearly reflects the requirement by providing an unambiguous SOR, which includes information on the quality, quantity, timeliness, and location of the required Work Services at Part 1 to the F1097/1. The FM must also allocate and agree with the ISP an appropriate Maintenance Category, Priority and time-scale for the works in accordance with the IMPS.

B14.4 The FM must ensure that the ISP is made aware of any operational or security requirements that may have an impact on the design/specification of the Works Service and organise any Siting Boards necessary.

B14.5 The FM should refer to and/or issue copies of any Reports, Briefs, Studies, Scope of Works etc. that have been produced for the Works Service.

B15 Accepting Works Services above the Threshold Value/IRL

B15.1 This procedure applies to Remedial Maintenance tasks above the IRL and Response Maintenance and Ordered Works tasks above the Threshold Value.

B15.2 Once the F1097/1 has been completed and signed by the FM, it is to be passed to the ISP to submit a Firm Price offer and date for completion at Part 2 to the F1097/1 for the work identified at Part 1 and subsequently returned to the FM. Should the ISP be unable to make an offer to undertake the work, for whatever reason, the F1097/1 should be returned to the FM with an accompanying letter detailing the reason(s).

B15.3 If the ISP's offer, at Part 2 to the F1097/1, is accepted by the FM, this represents a binding contract.

B15.4 For Works Services with a value up to £250K of a Routine Priority, the ISP should make an offer or reject all F1097/1s within 10 working days (unless otherwise agreed between the ISP and FM) to give the FM the comfort of knowing that the brief is being developed by the ISP. **(Deliverable 19)**

B15.5 Ordered Works and Response Maintenance activities over £250K will normally be procured through the UK Wks Gp RE (A) Works Contract Officer (WCO) unless otherwise notified and as agreed on a case by case basis.

B16 Designing, Specifying and Implementing Works Services

B16.1 The ISP is responsible for developing the Works Service shown on the F1097/1 and undertaking or arranging for any necessary design and specification work, to enable a sub-contractor to quote/tender for and carry out the works, or the Contractor's Self Delivery Mechanism (SDM) to complete the work. In all cases design and specification work should take into account the complexity of the Works Service required, the technical guidance listed in the DIO/DE Policy Instructions Index, the Building Regulations, and all the known hazards associated with the task and/or construction site. The Minimum Military Requirement (MMR) is the minimum reasonable standard necessary to meet the requirement taking into account the operational circumstances and the expected life of the facility. The MMR will be defined separately for each project and agreed by the Authority prior to submission of firm offer by the Contractor.

B16.2 The design and specification of Works Services are represented by the various Work Stages identified in the DEFCON 2000 Project Managers Handbook (2005) and should include the provision of any appropriate Work Stage Reports, Estimates, and Deliverables identified therein.

B16.3 The DEFCON 2000 Work Stages should be followed by the ISP for any design and specification work necessary, the ISP should provide the FM with programmed timescales for the various stages. **(Deliverable 20)**

B16.4 Should the ISP consider any DEFCON deliverables not necessary or relevant he should give supporting statements or evidence for their non-delivery for approval by the FM, in every instance.

B16.5 The FM should review all designs, specifications and deliverables produced, consulting with (where appropriate) stakeholders, end-users and other authorities such as the Fire Officer and taking into account their requirements and any Command or MOD Directives. Following this consultation the FM will arrange for any final revisions to be made to the proposals before instructing the ISP to proceed to the next Work Stage. (**Auth Deliverable 15**)

Note: Though the design is reviewed by the FM, this does not absolve the ISP's responsibility for the design. Any approval is given only on the basis to proceed with construction.

B16.6 Once the design and/or specification has been completed to the satisfaction of the FM, the ISP is responsible for implementing and completing the Works Service to the standard agreed within the time scale on the F1097/1. He is also responsible for ensuring that any defects and deficiencies present at handover can be rectified within two weeks of the handover date.

B17 Planning Clearances

B17.1 The ISP will consult with the FM and any other relevant authorities to obtain the necessary planning clearances before construction. The FM will obtain the necessary approvals from local and statutory authorities such as J4 Infra Branch, QM, RMP, SATO, SATCO, EHT, Fire Officer and any other relevant bodies/Staff branches.

B18 Response Times

B18.1 The response times and associated activities shown in Table 1 are applicable to the classification and prioritisation of Emergency Call-out, Response Maintenance and Remedial Maintenance tasks under the ISP Contracts:

B18.2 Examples of the various Works Service classifications are provided at Annex M.

B18.3

Works Service Classification	Response Times and Response Activity Combined – ISP
Emergency (Critical assets & essential power)	Investigate (and restore power where compliant with B19.1, Critical Assets) within 15 minutes for identified critical assets (see Annex N) and 45 minutes for all other facilities and make safe as soon as possible. Restore or provide temporary alternative facilities/services as soon as possible utilising out of hours working as necessary. The ISP must provide evidence that mobilisation in response of an emergency requirement has taken place within 15 minutes of notification.
Very Urgent	Investigate as soon as possible within normal working hours. Restore or provide temporary alternative facilities/services within 24 hours of task being raised. Where a task is raised and attended to during normal working hours this should be completed where possible even if this required continuing working out of normal working hours (in exceptional circumstances where the task has been raised out of normal working hours, priority can be elevated to Emergency call out on the authorisation of the FM and agreement of the ISP Contract Manager).
Urgent	Investigate as soon as possible within normal working hours. Restore or provide temporary alternative facilities/services within 7 days (in exceptional circumstances where the task has been raised out of normal working hours, priority can be elevated to Emergency call out on the authorisation of the FM and agreement of the ISP Contract Manager).
Routine	Reinstate facilities/services within 21 days.

Table 1 – Response Times

B19 Critical Assets

B19.1 A Critical Asset is a facility which requires a “Round the Clock” response for all defined infrastructure services and structures. The Authority, through J4 Infra, conducts regular reviews of the Critical Asset list. The reviews have to take into account the Contractual implications and what the Authority’s duties are with respect to the initial design and provision of that asset. There should be duty and standby systems and where necessary further back-ups to provide continuity (resilience) of the service whilst repairs are made. Thereafter the Authority should define those as sub-assets within the facility which are deemed critical. For instance a dripping tap in hospital is probably not critical, but the loss of air conditioning to a ward will be. The ISP is to constantly review its resources and repair stocks to ensure that repairs can, with some confidence, be started immediately. Annex N details the Critical Assets and the services within those assets which are defined as critical.

Inspecting, Operating and Maintaining Assets

B20 Introduction

B20.1 The ISP is responsible for operating and undertaking all the inspections and maintenance required for assets in the Theatre Asset Register in accordance with the Theatre/Site Specific Schedules and the annual Inspection and PPM Programmes.

B20.2 He is also responsible for obtaining and/or issuing any Permits to Work required and arranging, managing and providing any attendance, enabling works, provision of safe access, etc. for any of the inspections where there is a requirement identified in Schedule A, the Site Specific Schedules or the manufacturer’s guidance.

B21 Operating and Maintaining Plant, Equipment and Systems

B21.1 The operation of plant, equipment and systems will include, but is not limited to the following tasks:

B21.1.1 Operation to meet statutory requirements, MOD requirements and good engineering practice.

B21.1.2 Providing supervision of plant operatives to meet the operational requirements of the site.

B21.1.3 Operating controls, plant, equipment and systems to meet the operational requirements of the site.

B21.1.4 Supervising any MOD Personnel including Health and Safety matters, training to MOD requirements and current industry standards. Compiling and maintaining their training records.

B21.1.5 Keeping records to show the extent of all the Remedial Maintenance work undertaken.

B21.1.6 Recording the details of inspections and servicing of Tier 1 Assets on the Mil Log IS (if a suitable system is available).

B21.2 The ISP is to provide and operate an asset based and computerised management information system (MIS) that can track all the PPM servicing, inspections, examinations and any other checks required for the assets in theatre. The MIS must be capable of generating works dockets or some other form of documentation for the servicing engineers, which clearly states the nature of the work, the location and any time constraints. The documentation is to fully detail the procedures/work instructions to be followed and used to record any readings, faults or observations about the servicing, and to register any Remedial Maintenance or other Works identified during the routine checks and examinations. The full Requirement Definition for the MIS is shown at Annex K to this booklet. **(Deliverable 21)**

B21.3 The ISP will arrange and carry out all the routine servicing, inspections, examinations, checks, tests and operation of the M&E and B&CE equipment shown on the Asset Register, using suitably qualified professional and technical staff. The ISP is to ensure that all the necessary testing, checking and recording of readings are carried out at the intervals specified on the Site Specific Schedules approved by the FM.

B21.4 The ISP is responsible for the procurement, management, organisation and execution of all identified Schedule A, B & C Inspections including; visual inspections, technical and professional inspections (including Independent Inspections), examinations, tests, monitoring, diagnostics and reports that should be supported by an analysis of operational records to identify any recurring defects or adverse trends. In all cases the original copy of any report and/or test certificate is to be issued to the FM for scrutiny before being stored on-site by the ISP. **(Deliverable 21)**

B21.5 The ISP will undertake all Remedial Maintenance work identified during servicing or examinations up to the IRL thresholds identified in the Contract. Such work is to be reported to, and logged by, the ISP Help Desk. Any Remedial Maintenance work over the IRL will be initiated by a F1097/1.

B21.6 The ISP will arrange and carry out all the commissioning required of new and/or replacement plant, equipment and systems installed as a result of a Works Service to repair a defect and/or his routine PPM activities.

B22 Inspection Contracts

B22.1 The ISP will arrange, manage and execute all the inspections shown on the annual Inspection Programme using his in-house resources or independent inspection consultants (as appropriate) to meet the requirements of the Site Specific Schedules.

B22.2 The ISP will fully manage the inspectors' activities to ensure that the quality of the inspections and the standard of the reports produced are acceptable. The ISP will ensure that all the inspectors he appoints are competent, appropriately qualified and experienced.

B22.3 Some of the tasks included in the Site Specific Schedules must be carried out by an inspector who can demonstrate that they are independent of the ISP, i.e. under normal circumstances they and their company/organisation will not be involved in the rectification of any defects identified. The resource to be used, e.g. specialist sub-contractor, independent sub-consultant, must be shown on the approved annual Inspection Programme.

B22.4 The ISP is responsible for providing any necessary attendance identified in the Site Specific Schedules. He is also to ensure that the inspections are carried out correctly and reported in accordance with the Contract, and that the completed reports are issued to the FM.

B23 Permissible Overdue Period for PPM Tasks

B23.1 The maximum permissible overdue periods for Planned Preventative Maintenance tasks are as stated in Table 2 below:

TASK FREQUENCY[2]	PERMISSIBLE DELAY TO TASK	
	STATUTORY TASKS	ALL OTHER TASKS
(a)	(b)	(c)
Less Than Weekly	Nil	Nil
Weekly	Nil	Nil
Monthly	Nil	3 days
3 monthly	Nil	1 week
6 monthly	Nil	2 weeks
Yearly to 5 yearly	Nil	4 weeks[3]

Table 2 – Permissible Overdue Periods – Planned Inspections

B23.2 Stating permissible delays does not imply that the contractor can routinely extend the frequencies by the stated amount.

B23.3 No delay is allowed on statutory tasks as they are carried out at the frequencies required by law.

B23.4 Delays are not to be allowed to build a cumulative lag into the programme; if a weekly task is carried out 2 days late, the next due date is to remain as 7 days from the last due date not 7 days from the date the task was last completed.

[2] Frequencies between those stated are to be taken down to the lower level.

[3] 11 Monthly testing of earthing and other electrical safety installations are to be completed within 1 week of planned dates.

B24 Documentation

B24.1 Any reports raised as a result of Site-specific Schedule tasks must identify any defects, deficiencies or failures and include recommendations for actions required together with an initial ROC estimate if above the IRL. The Works identified must include a recommended Maintenance Category and indicate when the works should be carried out (i.e. if the work is not needed immediately, the Calendar Year when the work should be entered in the FMR for future rectification). The detail of the report must be capable of being uploaded directly into the Authority's IT system. If works are identified that are causing a risk to life, safety or loss/damage to valuable equipment they should be made safe immediately and brought to the attention of the FM.

B24.2 The Contractor must ensure that all existing Facility Management records are updated and/or replaced as necessary, to the FM's satisfaction, on completion of appropriate Site-specific Schedule tasks.

B24.3 The ISP is also responsible for ensuring that the Inspection and PPM Programmes and any other related documentation, e.g. logbooks, computer records, etc. are kept up-to-date. All records and related documentation should be compliant with appropriate Statutory and Mandatory legislation.

B25 Technical Working Environment (TWE) Shelters

B25.1 TWE Shelters included on the Asset Register are to be maintained in accordance with the relevant Air Publication (AP) for that TWE, in particular the Servicing Schedule (AP Topic 5). Reference will also need to be made to the manufacturer's [redacted] guidance.

B25.2 Where the TWE shelters are located within a Military Air Environment (MAE) and Foreign Object Damage (FOD) control measures are implemented, Tool Control measures are to be implemented in accordance with Joint Air Publication (JAP) 100A-01, Chapter 6.1.1.

B25.3 TWE is classified as Major Ground Support Equipment (GSE), which is controlled by the Ground Equipment Management System (GEMS).

B25.4 The control of modifications to TWE is carried out by the Expeditionary Campaign Infrastructure (ECI) Team. No modifications are to be carried out without FM approval.

Additional Support

B26 Additional Services

B26.1 The following Additional Services are to be made available by the ISP on request from and as agreed with the FM (within the fee for Delivery Package 1 – Management).

B26.1.1 **Works Projects delivered outwith the ISP**. On request from the FM, the ISP will:

a. Provide advice on designs and specifications for projects to ensure compliance with the site energy and maintenance policies.

b. Provide advice and assistance, including snagging and attendance at meetings, prior to the handover of completed projects.

c. Provide information such as drawings and site records, to external Project Managers as required.

d. Provide AP support.

B26.1.2 **Missing or Incomplete Facility Management Records**. The ISP will, where practical, obtain missing historical information and/or produce new documentation, to complete the Facility Management records. Where historical information or records are unavailable or unobtainable the ISP will provide a fully costed Option Study to the FM to provide the information or documentation.

B26.1.3 **Non-standard Requirements**

a. The ISP will provide additional support and assistance to the FM in support of activities not covered elsewhere in this Requirements Document.

b. Exceptional services might include the following:

i. An inspection/examination of an asset or part of an asset, which is not included in the Site Specific Schedules.

ii. Attendance not identified in Schedule A and the Site Specific Schedules.

SECTION C - MONITORING AND REPORTING

Process Compliance

C1 Internal Checks by the ISP

C1.1 The ISP is to carry out pre-determined physical and financial checks on a representative sample of programmed and non-programmed Works Services, not less than 20% of WC jobs in each month. The aim of the checks is to ensure that time and quality requirements are being satisfied and that statutory, building control and public accountability requirements are being implemented. In addition, the checks must ensure that risk management, H&S regulations/requirements and the Theatre Energy Management Policy (where stated) are being achieved and maintained. The personnel undertaking these checks should not be directly involved with the Works Service under review.

C1.2 The ISP is to carry out pre-determined checks on a representative sample of Works activities to ensure that time, cost and quality requirements are being satisfied, that the QMS is being followed, and that statutory, MOD mandatory, and theatre requirements are being implemented. A rolling programme should be developed to ensure that all the tasks undertaken in Theatre are reviewed at least every two years.

C1.3 The results of all these checks are to be reported in the ISP Monthly Report and passed to the FM for review. Any checks that identify shortfalls in major areas are to be reported to the FM immediately, who should take appropriate action.

C1.4 The FM (**Auth Deliverable 16**) and the ISP **(Deliverable 22)** are to monitor performance against the Core Deliverables and Key Performance Indicators on a monthly basis and report any non-conformities at the MWPM.

C2 Routine External Auditing of Works Activities (**Auth Deliverable 17**)

C2.1 The Authority will carry out their own planned and ad-hoc investigations into works activities to assess deviance from agreed time, cost and quality of work, and to achieve an independent view of the quality of the ISP Internal Checks.

C2.2 The Works Services to be audited are to be selected from data collected from the ISP MI system. The Authority may also carry out compliance checks in addition to this selection.

C3 Authority Review of Site-specific Schedule Tasks

C3.1 The Authority will check to see if inspections are completed to the agreed Inspection Programme, verifying the quality of the inspections and reports in order to ensure VFM. A minimum sample of either 10% or one report for every task carried out that month is recommended, but this should be varied to investigate any trends identified. (**Auth Deliverable 18**)

C3.2 The Authority will also monitor the ISP compliance with the annual PPM Programme, verifying that the appropriate activities were undertaken. For logbook based systems, a minimum sample of 2% of the task logbooks is recommended each month, but this should be varied to investigate any trends identified. A rolling programme should be developed to ensure that all the logbooks are reviewed every three years. For computer based systems, compliance with the annual PPM Programme should be assessed using exception reports for the preceding month obtained from the ISP database. (**Auth Deliverable 19**)

C3.3 In addition to this review, the Authority should check to ensure that time; cost and quality issues were satisfied for the individual tasks shown as complete within the logbook, or on the database. An assessment of any remedial maintenance resulting from the reviewed tasks, which was carried out or programmed for future years, should also be included. These checks should be carried out on a representative sample size, but checks on the PPM activities in one building each month is recommended so that they can be co-ordinated with the review of the inspection reports carried out above.

Reporting

C4 Monthly Works Progress Meeting (MWPM)

C4.1 The FM will organise and chair the Theatre specific MWPMs to review the financial and physical progress of the in-year Works Services, the adequacy of the available funding and forward works plans. These meetings will also be used as a forum to discuss the ISP and Authority Core Deliverables and Key Performance Indicators. (**Auth Deliverable 20**)

C4.2 The meetings and the resulting minutes should be in an agreed format. The ISP is responsible for taking the minutes of the MWPMs and issuing them within five days of the meeting. (**Deliverable 23**)

C5 ISP Monthly Reports

C5.1 Monthly Reports (every 4 weeks), in an agreed format, containing all information necessary to carry out an evaluation of all Works Services and inspections in the current year will be produced and issued by the ISP. The report will include, but is not limited to, the following:

C5.1.1 Monthly in-year rate of authorised and committed expenditure against funding allocation.

C5.1.2 Anticipated Carry-out and management of Carry-in.

C5.1.3 Progress of planning and execution of all individual works, including progress with design, compliance with time-scale and details of any problem areas.

C5.1.4 Progress of Site-specific Schedule tasks, including a summary of inspection reports, test certificates etc. that he has received.

C5.1.5 Progress of the PPM against the programme – any shortfall in the monthly programme should be reflected in the invoice for that month.

C5.1.6 Need for changes in priority, redirection of funding and/or programme changes.

C5.1.7 Recovery action to be taken when financial or physical progress varies from the programme.

C5.1.8 Health and Safety including reporting of accidents, operation of Safe Systems of Work/Permits to Work Systems, implementation and application of CDM 2007 and H&S training records for all ISP personnel.

C5.1.9 Results of audits.

C5.1.10 ISP and Authority performance measured against the KPI's.

C5.1.11 Monitoring and assessment of sub-contractors.

C5.1.12 Not used.

C5.1.13 Effects to the programme and costs arising from other Theatre objectives.

C5.1.14 Asset inventory, maintenance and management issues.

C5.1.15 Fraud Issues.

C5.1.16 Statutory Compliance

C5.2 These reports must be produced and issued seven days prior to the next programmed MWPM. **(Deliverable 24)**

C6 Quarterly Review Meetings

C6.1 Strategic Quarterly Review Meetings (QRMs) will be held in the UK and chaired by the Designated Officer (DO). These meetings will be used to discuss the high level performance of the ISP. (**Auth Deliverable 21**)

C6.2 The meetings and the resulting minutes should be in a format agreed by the DO. The ISP is responsible for taking and issuing the minutes of the meetings. **(Deliverable 25)**

C7 ISP Annual Report

C7.1 The ISP Annual Report is to be the Monthly Report published at the end of the Calendar Year, highlighting matters raised in the normal Monthly Reports, but also with a clear résumé for the last year. In addition, the ISP is to provide his assessment on the general condition of the Theatre. As a minimum, the ISP will report on the following (with the proviso that the Authority may require additional information, as agreed with the ISP):

C7.1.1 Annual Commitment, Expenditure and Carry-out data (FOO); value of any residual Carry-in from previous year(s); if the PMP and the Site-specific Schedule Tasks and inspections were delivered etc.

C7.1.2 Was the FM spend profile achieved.

C7.1.3 What trends, in all areas where trend analysis is carried out, were identified and, if so, reversed or corrective actions taken.

C7.1.4 Have the Theatre assets improved, declined or remained in a steady state over the course of the year. **(Deliverable 26)**

Quality Management System (QMS)

C8 Introduction

C8.1 The ISP is to install, operate and maintain their approved corporate QMS and any appropriate local procedures to take account of collaborative working in Theatre. All aspects of the QMS must comply with ISO 9001:2008, and it should be used to control all work carried out by himself, his workforce and his sub-contractors. It must also have the capability of auditing, monitoring and reporting on self-delivered works and those works outsourced to sub-contractors.

C8.2 Copies of the internal company quality audit programme(s) and the results of the audits should be issued to the Authority. All elements of ISO 9001:2008 and QMS are to be audited to determine whether the various elements within the QMS are effective in achieving the stated quality objectives. The frequency of audit is dependant upon the activity being carried out, with the programme and frequency agreed with the FM.

C8.3 The Works Review of the Contract will include an audit of the actions of the ISP to ensure that the appropriate requirements of ISO 9001:2008 and their QMS are being complied with.

C9 Quality Plan (QP)

C9.1 The ISP is to provide the Authority with a QP[4] and update it annually or when major changes are required and it must also reflect the Contract Deliverables. A full and upto date copy of the QP must be given to the FM when updated or when requested. (**Deliverable 27**) The QP must also reflect the collaborative working arrangements and, as a minimum, set out the methods by which the following requirements will be addressed:

C9.1.1 Identifying amendments made to the IMPS, Site Specific Schedules and Asset Register.

C9.1.2 The criteria to be used for holding pre-contract start and progress meetings.

C9.1.3 The criteria to be used for holding design and/or specification reviews.

C10 Supply Chain

C10.1 The Contractor is to carry out such checks that are necessary to ensure, so far as is reasonably practicable, that his supply chain is competent and capable of carrying out their duties. A record of all pre-contract assessments of his supply chain, working on sites should be made available for inspection.

C11 Standard Of Workmanship

C11.1 The Works shall be executed in a workmanlike manner and to the satisfaction, in all respects, of the FM. Unsatisfactory workmanship shall be rectified or replaced as instructed by the FM at the Contractor's expense. The Contractor shall, if required by the FM, provide evidence of a workman's competence.

C11.2 In the event that installations, proprietary equipment or control systems and the like require diagnostic or remedial action which is beyond the first-hand experience of the Contractor's own staff, the Contractor shall obtain the services of the manufacturer's service engineers (or other specialist(s) as may be necessary) entirely at his own expense for diagnostic advice up to the IRL for any one repair or equivalent replacement for remedial work. Where the cost for such outside assistance is in debate, the FM's decision shall be final.

C11.3 The Contractor shall use reasonable skill and care to:

C11.3.1 Ensure that repairs and replacements shall not reduce the installations' performance capabilities.

C11.3.2 Effect the repairs and replacements using matching spares and materials wherever practical.

C11.3.3 Ensure wherever inspection or testing shows that the Works or Things are not in compliance with the Contract and measures (e.g. testing, opening up, experimental making good) are taken to help in establishing whether or not the work is acceptable, such measures will be at the expense of the Contractor.

C11.3.4 Ensure when materials, products and workmanship are not fully detailed or specified they are to be in accordance with relevant good engineering practice

[4] in accordance with ISO 9001:2008 or the current issue of Def Stan 05-97

SECTION D - HEALTH AND SAFETY

Health and Safety

D1 Introduction

D1.1 The ISP and all sub-contractors engaged by them are required to comply with all relevant H&S legislation, ACOPs, MOD Policies, the requirements of the theatre H&S Policy and all relevant SRPs covering their activities. All personnel will also be required to co-operate with theatre personnel and respond to emergency evacuations, exercises etc.

D1.2 The results of the ISP H&S monitoring and auditing activities should be reported to the FM and discussed at the MWPM.

D2 Health and Safety Policy

D2.1 The FM is responsible for holding and maintaining on-site, up to date controlled copies of the Authorities and DIO's H&S Manual(s) and Policy Statement, and for bringing the contents to the attention of all personnel.

D2.2 The Contractor is responsible for holding and maintaining on-site, up to date controlled copies of the organisation's H&S Manual(s) and Policy Statement, and for bringing the contents to the attention of his staff.

D2.3 In addition, all personnel have a shared responsibility to provide a safe working environment for those employed and for those affected by their activities.

D2.4 The Policy Statements should be displayed in a prominent position and brought to the attention of all personnel, sub-contractors and visitors.

D2.5 The Contractor is to appoint a competent person to act as focal point for all 'SHEF' (Safety, Health, Environmental & Fire) matters. The competent person will provide information, advice and attend meetings related to SHEF issues as required.

D3 Health and Safety Information

D3.1 The FM is responsible for providing the ISP with any information in his possession that will enable them to carry out their duties under relevant Health and Safety legislation. In the case of the ISP, this information will include DIO/DE Policy Instructions, Guidance Notes, Safety Notices etc. listed in the DIO/DE Policy Instructions Index and the quarterly updates.

D3.2 The ISP is responsible for providing all personnel and sub-contractors engaged by them with any information in their possession that will enable them to carry out their duties under the relevant Health and Safety legislation.

D3.3 The ISP is also responsible for obtaining suitable and sufficient Risk Assessments, Method Statements, and where possible proof of Training/Competence etc. for all personnel and sub-contractors engaged by them and suitable information to demonstrate their capability to carry out works.

D3.4 The Commanding Officer/Head of Establishment is responsible for putting arrangements in place to ensure proper co-operation, co-ordination, communication and control with the DO, TDO, FM and Contractor to allow him to maintain an integrated establishment risk assessment and establishment hazard register.

D4 Induction Training

D4.1 The ISP is responsible for arranging or providing the statutory induction training for all members his team and supply chain. This training is to make individuals aware of the Theatre H&S requirements, emergency procedures etc. and, as far as is reasonably practicable, any hazards that are reasonably identifiable. The Contractor and supply chain employees are required to attend a unit safety brief. **(Deliverable 28)**

D4.2 The ISP is also responsible for providing all their visitors, sub-contractors etc. engaged by them or visiting in connection with facility management works, with induction training.

D5 Accidents, Defects, Failures and Dangerous Occurrences

D5.1 The ISP must record, investigate and notify the FM about all accidents and/or dangerous occurrences involving his personnel, sub-contractors and their employees or visitors (when the accident is related to a facility management activity in Theatre). **(Deliverable 29)**

D5.2 In addition, if the accident or dangerous occurrences was classed as "notifiable" under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 1995 the ISP must also notify[5] the appropriate authority, and the DIO/DE H&S Advisor, where an accident or dangerous occurrence affects DIO, Authority or Contractor personnel, as soon as practicable. On completion of the investigation(s) into these accidents, the FM must send a copy of the resulting report(s) to the DIO H&S Advisor and the DIO/DE Senior Authorising Authority (SAA).

D5.3 The FM will also ensure that any defects, failures, dangerous occurrences or accidents related to tasks carried out under a recognised Permit to Work system are investigated as soon as is practicable. A copy of the resulting report must be sent to the DIO H&S Advisor.

D5.4 Contact details for the DIO/DE H&S Advisor are as follows:

DIO Ops Int Senior H&S Advisor
Block 30
Kingston Road
Sutton Coldfield
B76 7RL

Tel: 0121 311 3665

D6 MOD Safety Rules and Procedures (SRPs) [Safe Systems of Work/Permits to Work Systems]

D6.1 The ISP is responsible for managing, installing and operating the SRPs required in Theatre in accordance with the requirements of Schedule D. The ISP is also responsible for providing all personnel, materials and equipment to operate Safe Systems of Work (SSoW) effectively and efficiently.

D6.2 The ISP must provide suitable and sufficient nominees for all the Authorising Engineers (AEs) and Authorised Persons (APs) necessary to operate the appropriate SRPs, in accordance with both the statutory and DIO/DE requirements.

D6.3 On receipt of AE nominations the FM is to forward details to the Senior Authorising Authority (SAA) in DIO Sutton Coldfield for approval. On receipt of this approval, the FM shall refer to the Head of Establishment (Commander, Joint Force Support (Afghanistan)) for appointment. The approved and appointed ISP AEs will then appoint the approved AP nominees. (**Auth Deliverable 22**)

D6.4 The FM shall assess the appointment and performance of AEs and APs as part of his auditing of Works Services and monitoring of ISP systems.

[5] Policy Instruction 11/10 sets out the reporting protocol.

D6.5 The ISP is to provide a monthly report to the FM showing the status and details of the appointed AEs and APs. **(Deliverable 30)**

Contractors Staff

D7 Competence

D7.1 The Contractor shall provide a management regime to provide the services described in the Contract. The Contractor shall provide details of his management regime at time of Tender.

D7.2 The Contractor shall employ, adequately train and supervise the maintenance and administrative personnel for the Site and shall maintain a competent and effective workforce, as required to operate and maintain the Site in accordance with the Contract, including any remedial works arising from the inspections or emergency call-outs.

D7.3 The Contractor shall be competent for the work covered by this Contract, be trained to a standard which is comparable with the UK Health and Safety Executive (HSE) guidance and be familiar with the potential dangers of this type of work. Unless otherwise indicated, the Contractor shall be registered for the appropriate category of work. Tenderers shall submit written evidence of registration with their Tenders.

D7.4 The Contractor shall provide labour with the requisite standard of technical knowledge and experience of the type of work involved to meet the requirements of the Contract. The Contractor shall provide the Authority with formal evidence of his work force's competence (e.g. current welding certificate of competence, or current training certificates for such as Electrical Testing and Inspection).

D7.5 On electrical work, the Contractor shall employ competent persons. They shall possess sufficient technical knowledge and experience to avoid danger to health or life or limb. The Contractor's competent persons shall be listed by the Contractor for information in the case of an emergency call-out.

D7.6 Prior to the execution of the Contract, the Contractor shall nominate key persons from his own staff and from members of the Supply Chain (identifying in each case whether they are employed or sub-contractor staff) who may require access to the Site in connection with the performance of the Contract. The Contractor shall nominate only suitably qualified and competent personnel.

D7.7 The Contractor shall not remove any of the nominated key persons from carrying out the Works under the Contract without prior written approval from the DO. If such approval is given, the Contractor shall replace that person with a suitably qualified and competent replacement within an agreed timescale (unless the DO and the Contractor agree a replacement is unnecessary).

D7.8 The DO may request the removal of any of the persons engaged in the performance of the Contract if, in the opinion of the DO, his/her performance or conduct is or has been unsatisfactory. On receipt of such a request in writing, the Contractor shall promptly remove the person concerned and replace that person with a suitably qualified and competent replacement within an agreed timescale (unless the DO and the Contractor agree a replacement is unnecessary).

D7.9 The Contractor shall comply with and shall ensure that all his employees, agents, sub-contractors and suppliers comply with the security requirements set out in the Contract.

D8 Supervision

D8.1 The Contractor shall accept responsibility for co-ordination, supervision and administration of the Works, including all sub-contracts. The Contractor shall arrange and monitor a programme with each sub-contractor, specialist sub-contractor, supplier, local authority statutory undertaker, and obtain and supply information as necessary for co-ordination of the work.

D8.2 In addition to the constant management and supervision of the Works provided by the Contractor's Agent, all significant types of work shall at all times be under the close control of competent Trade Supervisors to ensure maintenance of satisfactory quality and progress.

D8.3 Trade Supervisors shall be competent and qualified in their particular discipline.

D9 Identification Of Contractor's Personnel

D9.1 The Contractor's site operatives shall be readily identifiable at all times by wearing suitable clean working clothing with the Contractor's name clearly identified.

D9.2 The Contractor shall also ensure that all sub-contractors' operatives are also readily identifiable at all times by wearing suitable clean working clothing with the name of the sub-contractor or Contractor clearly identified.

D9.3 The Contractor shall ensure that each operative is in possession of a Contractors Identification Card, which is to be displayed at all times.

D9.4 The Contractor shall ensure that each operative and sub-contractors operative is in possession of suitable, sufficient and serviceable personal protective equipment for the task being performed.

D9.5 The Authority reserves the right to instruct the Contractor to remove immediately from site/theatre any operative (both Contractor and sub-contractor) who fails to comply with any part of D2.4. The Authorities' decision will be final in all cases.

D9.6 Any operative so ordered under ***D9.5*** above may only return to work on the written permission of the Authority, following suitable and sufficient re-training. It should be noted that permission may not be granted and should not be assumed even after re-training.

Construction (Design and Management) Regulations 2007 (CDM 2007)

D10 Introduction

D10.1 The FM is responsible for implementing the requirements of CDM 2007. The FM will monitor the application of the CDM Regulations[6] by the ISP as part of his auditing regime and also as part of his monitoring of ISP systems.

D10.2 The ISP is to initially develop and suitably maintain a register of all notifiable works (CDM 2007) and provide a monthly status report to the FM. **(Deliverable 31)**

D11 The FM's Role and Responsibilities

D11.1 The FM's main duties are identified below; he is also responsible for carrying out the role of the Client, as defined by CDM 2007.

D11.2 When a new ISP organisation commences working in Theatre, the FM must appoint them, in writing, as the CDM Co-ordinator (CDM Co-ord) and Principal Contractor (PC). It is incumbent upon a newly appointed FM, on arrival, to ensure that these appointments already exist and to appoint them if they do not.

[6] DIO/DE Practitioner Guide (PG) 03/08 Application of the Construction (Design and Management) Regulations 2007 provides guidance on the implementation of the regulations within MOD.

D11.3 The FM should also ensure that sufficient suitably qualified and competent personnel are nominated to act as the ISP PC and CDM Co-ord to undertake the duties identified in CDM 2007 on a day-to-day basis.

D11.4 The FM is responsible for ensuring these nominations are monitored on a regular basis, at least annually, to ensure competence and compliance. (**Auth Deliverable 22**)

D11.5 All works now fall under CDM 2007, the FM must ensure that notifiable construction work does not start until the ISP has prepared a satisfactory Construction Phase Plan (CPP). He must also ensure that an appropriate H&S File is available for inspection and retention, after the Works Service is completed.

D11.6 As the client, the FM is responsible for providing the PC (via the CDM Co-ord) with Pre-Construction Information about the building or site where the construction work is to be carried out.

D11.7 As the Client, the FM is responsible for notifying the nominated "Health and Safety Executive Form F10" recipient, of the presence of notifiable (under CDM 2007) work. The Form F10 recipient will, probably, be SO2/3 CESO from either HQ Jt Force Sp or PJHQ.

D12 The CDM Co-ordinator's (CDM Co-ord) Role and Responsibilities

D12.1 The ISP is responsible for ensuring that sufficient suitably qualified and competent members of his staff are nominated to carry out the duties of the CDM Co-ord. (**Deliverable 32**)

D12.2 The CDM Co-ord is responsible for carrying out the role, as defined by CDM 2007, on a day-to-day basis at the site. This will involve as a minimum, co-ordinating the H&S aspects of design and the initial planning for appropriate Works Services. Their key duties, listed below, are to ensure that:

D12.2.1 The FM is advised about all notifiable Works Services to which CDM 2007 applies.

D12.2.2 Design considerations of any Works Service include the relevant H&S information.

D12.2.3 Designers co-operate with each other for the purposes of H&S and comply with their duties - in particular, considering the avoidance and reduction of risk.

D12.2.4 Pre-Construction Information, meeting the requirements of CDM 2007, is prepared to enable the PC to develop the Construction Phase Plan (CPP) so that the ISP workforce, contractors and sub-contractors are aware of the Health and Safety requirements of the work, when they tender. In every case, the CDM Co-ord shall review the CPP before work begins to ensure that it is sufficiently developed to allow the works to start, and obtain the FM authorisation to proceed.

D12.2.5 Where appropriate, the Works Service is notified; to the FM and to others as detailed in para D11.7, in lieu of the HSE; on a HSE Form F10 (Revised).

D12.2.6 The H&S File, meeting the requirements of CDM 2007, is prepared, reviewed and issued to the FM on completion of the Works Service.

D12.3 In addition, the CDM Co-ord is responsible for actively managing the Works Services and recording their progress using a register in tabular format.

D13 The Principal Contractor's (PC) Role and Responsibilities

D13.1 The ISP is responsible for ensuring that sufficient suitably qualified and competent members of his staff are appointed to carry out the PC duties. (**Deliverable 32**)

D13.2 The PC's role, as defined by CDM 2007, on a day-to-day basis at the site will involve as a minimum, developing the CPP and co-ordinating the activities of all sub-contractors so that they comply with H&S law. The key duties of the PC, listed below, are to ensure that:

D13.2.1 The CPP, prepared in accordance with the CDM 2007 ACOP, contains all the relevant information and that it is developed approved (by the client or his nominated representative) and implemented.

D13.2.2 Sub-contractors co-operate and that their activities are co-ordinated.

D13.2.3 Sub-contractors have information about the risks on site and that workers have been given adequate training.

D13.2.4 All sub-contractors (and their employees) understand and comply with the CPP.

D13.2.5 Only personnel authorised to be on the works site are allowed onto the site, or area of the site where the works are being conducted.

D13.2.6 Where appropriate, a copy of the HSE F10 (Revised) Notification is displayed on site.

D13.2.7 Information is passed to the CDM Co-ord for the H&S File.

Control of Substances Hazardous to Health Regulations 2002 (as amended) (COSHH)

D14 Introduction

D14.1 The ISP must comply with COSHH. The ISP is responsible for obtaining Material Safety Data Sheets and obtaining or undertaking risk assessments for any hazardous substances used by them or on their behalf in theatre during facility management activities.

D15 COSHH Register

D15.1 The ISP is to initially develop and then suitably maintain a record of any hazardous substances used including the relevant COSHH assessments, which should be reviewed and revised as appropriate on a regular basis (at least twice per year) to reflect any changes specific to the environment or task for which the substance is to be used. The register should also be reviewed to take consideration of changes to exposure limits that may be affected by the HSE. The ISP is to provide the FM with a monthly status report. **(Deliverable 33 and 34)**

SECTION E – DELIVERABLES AND PERFORMANCE

Core Deliverables

E1 ISP Core Deliverables

E1.1 The following tables summarise the core services, documents required and approvals specified within this Requirements Document. They do not purport to be a comprehensive list of all the duties and responsibilities of the ISP which must be undertaken on a day-to-day basis in theatre.

Del No	Clause Ref	Core Deliverable	Timeline
1	A1.2	Prepare and publish the IMPS - hard copy to FM	Annually and after review
2	A1.3	Review and update (as required) the IMPS	Bi-annually
3	A5.1&2	Prepare, publish, review and update the FMR	Quarterly
4	A6.2	Prepare draft Planning Round Costing Submission for FM approval and subsequently issue the endorsed submission.	As notified by FM
5	A7.3 A11.2&3	Provide the works elements of BCs - as requested by FM and produce Assessment Briefs.	D + 4 weeks
6	A13	Produce and update (as required) the Data Pack - submit report to FM following any significant change.	Change + 14 days
7		Review Data Pack annually - submit report to FM.	Review + 14 days
8	A14.1&2	Review Schedules A, B & C and publish the Site Specific Schedules.	Annually
9	A15.1 A15.2	Prepare, maintain and update (as necessary) the Asset Register - hard copy to FM.	On Request and at Contract End
10	A16.2	Prepare, maintain and update (as necessary) the PPM Programmes - hard copy to FM.	Annually and on request
11	A19.1	Prepare, maintain and publish the Master Index (MI).	On Request and Contract End - 4 weeks
12	A18.1 A19.3	Control, curate and update (as necessary) all FM records. Update MI following each change.	Change + 2 weeks
13	B7.3	Issue Certificates of Practical Completion.	As required
14	B9.1	Certify and pay sub-contractors' invoices.	D + 30 days
15	B10.1	Carry out end of warranty period inspections and report results to FM.	End DLP - 1 month
16	B11.2	Report the average IRL occurrence	Monthly
17		Complete works below IRL within the agreed time.	In accordance with IMPS
18	B14.2	Return a ROC Estimate for works above IRL.	Receipt + 5 days
19	B15.4	Return an Offer or reject all F1097/1s.	Receipt + 10 days
20	B16.3	Return an outline programme in accordance with DEFCON 2000 for large value or complex works.	Receipt + 10 days
21	B21.2 B21.4	Provide (initially), maintain and operate an asset based computerised maintenance planning system. Provide FM with Monthly reports of operational records for trend analysis.	Monthly
22	C1.4	Monitor and report performance against the KPIs/Core Deliverables - status report to FM.	Monthly
23	C5.2	Issue minutes of the Monthly Works Progress Meetings.	MWPM + 5 days
24	C6.2	Produce and issue to FM a Monthly Report.	MWPM - 7 days
25	C7.2	Produce and issue minutes of the QRM	QRM + 5 days
26	C8.4.4	Produce and publish an Annual Report.	Calendar Year End - 7 days
27	C10.1	Produce, maintain and update (as required) a Quality Plan - hard copy to FM.	Annually and after changes
28	D4.1	Provide Induction Training to all staff - status report to FM.	Monthly

Del No	Clause Ref	Core Deliverable	Timeline
29	D5.1	Record, investigate and notify FM of all SHEF incidents and occurrences.	On occurrence
30	D6.5	Provide FM with a report showing the status and details of the nominated AEs and APs.	Monthly
31	D8.2	Maintain a register of all CDM 2007 applicable works - status report to FM.	Monthly
32	D10.1 D11.1	Nominate sufficient and suitable personnel to undertake the duties of CDM 2007 Co-ord and Principal Contractor - status report to FM.	Monthly
33	D13.1	Develop and maintain COSHH Register - status report to FM.	Monthly
34	D13.1	Review and revise COSHH Register.	6 monthly
35	F1.1.4	Provide an in-theatre design, procurement and management team for Minor New Works up to £30K, to ensure completion to time and budget - status report to FM.	Monthly
36	F1.2.3 F1.3.3	Review minimum stock levels of frequently used materials and stores, to ensure adequate holdings of stock.	Quarterly
37	F1.4.2	Carry out asset checks of all Tier 1 equipment in theatre - status report to FM.	Monthly
38	F2.5.1	Provide and maintain an effective 24/7 Help Desk call-out service - status report to FM.	Monthly
39	F3.2	Provide an in-theatre design, procurement and management team for Ordered Works (£30K - £250K) to ensure completion to time, budget and quality - status report to FM.	Monthly
40	F4.4.7	Maintain a range of spares and consumables including Strategic Spares (identified in Booklet 4) and provide the FM with a status report.	Monthly

Table 3 – ISP Core Deliverables

E2 Authority Core Deliverables

E2.1 The table below summarises the Authority's core deliverables within this Requirements Document. It does not purport to be a comprehensive list of all the duties and responsibilities of the Authority that must be undertaken on a day-to-day basis in theatre.

Del No	Clause Ref	Core Deliverable	Timeline
1	A1.8	Evaluate IMPS and submit report.	Quarterly
2	A3	Provide ISP timely notice of Handover/Siting Boards through coordination of project forecast - inception to completion.	Monthly
3	A5.1	Review FMR and approve any changes.	Quarterly
4	A6.2	Approve Planning Round Costing Submission.	Receipt + 1 month
5	A11.5	Validate Assessment Studies and Briefs.	Receipt + 2 months
6	A14.1&5	Formally review Site Specific Schedules.	Quarterly
7	A12.5	Undertake evaluation of Site Specific Schedules.	Annually
8	A14.5	Review and approve PPM Programmes.	Receipt + 1 month
9	B7.3	Authorise Practical Completion (or otherwise) on submission of Certificates of Practical Completion.	Receipt + 5 days
10		Not used	
11	B9.2	Process invoice-related documentation on presentation of valid AG 173 or 177.	Receipt + 21 days
12	B9.3	Authorise release (or otherwise) of Retention.	Request + 7 days

Del No	Clause Ref	Core Deliverable	Timeline
13	B11.3	Provide confirmation of verbal instruction (VI) or F1097/1 for Emergency or Very Urgent Works.	VI + 3 days
14	B13.3 B14.2	Provide unambiguous Statements of Requirement (SOR).	As required
15	B16.5	Review Designs and Specifications and instruct ISP to proceed (or otherwise) to the next work stage.	Receipt + 2 weeks
16	C1.4	Monitor and report performance (at MWPM) against the KPIs/Core Deliverables.	Monthly
17	C2	Carry out routine auditing.	Monthly
18	C3.1	Undertake a 10% review of the Site Specific Schedule tasks to verify Inspections and Reports.	Monthly
19	C3.2	Undertake a 2% review of the Site Specific Schedule tasks to monitor compliance with PPM programme.	Monthly
20	C4.1	Organise and chair the MWPMs.	Monthly
21	C6.1	Chair the Quarterly Review Meeting (QRM)	Quarterly
22	D6.3	Forward details of the nominees for AE to SAA for approval, subsequently refer to Hd of Est for Appointment.	Receipt of Nominations/Approval + 5 days
23	D9.3	Review all CDM 2007 appointments to ensure compliance with the Regulations.	Annually

Table 4 – Authority Core Deliverables

E3 Key Performance Indicators (KPIs)

E3.1 E2.1 The KPI Schedule for the ISP is included at Annex I.

E3.2 The performance of the ISP is to be monitored monthly at the MWPM and reported in the ISP Monthly Report using the Summary table at Annex I.

E3.3 Below par performance may result in the Authority withholding part of the fixed fee element for a particular Delivery Package, until performance has improved to an acceptable level.

SECTION F – DELIVERY PACKAGES

F1 Delivery Package 1: Management

F1.1 General

F1.1.1 The ISP shall provide a suitable management structure to undertake all activities associated with the planning, organisation, procurement and management of the requirement.

F1.1.2 This shall include but is not limited to;

a. Support to the Authorities Financial, Planning and Profiling requirements

b. Production of Facilities Management records

c. Planning, Managing, Procuring and Implementing Works Services

d. Planning and Managing the Inspection, Operation and Maintenance of all Tier 1 Assets

e. Planning and Managing the Inspection, Operation and Maintenance of all other than Tier 1 Assets

f. Monitoring performance and Reporting

g. Management and Implementation of the QMS

h. Management and Implementation of Health and Safety policy including Safe Systems of Work

i. Management and Implementation of CDM 2007 responsibilities

j. Management and Implementation of COSHH responsibilities

k. Management and Implementation of Stores, Materiel and Equipment responsibilities

l. Management and Implementation of Environmental and Sustainability responsibilities

F1.1.3 The ISP will also provide within the management structure an in-Theatre new works design, procurement and management capability in accordance with the thresholds identified in Figure 3 overleaf.

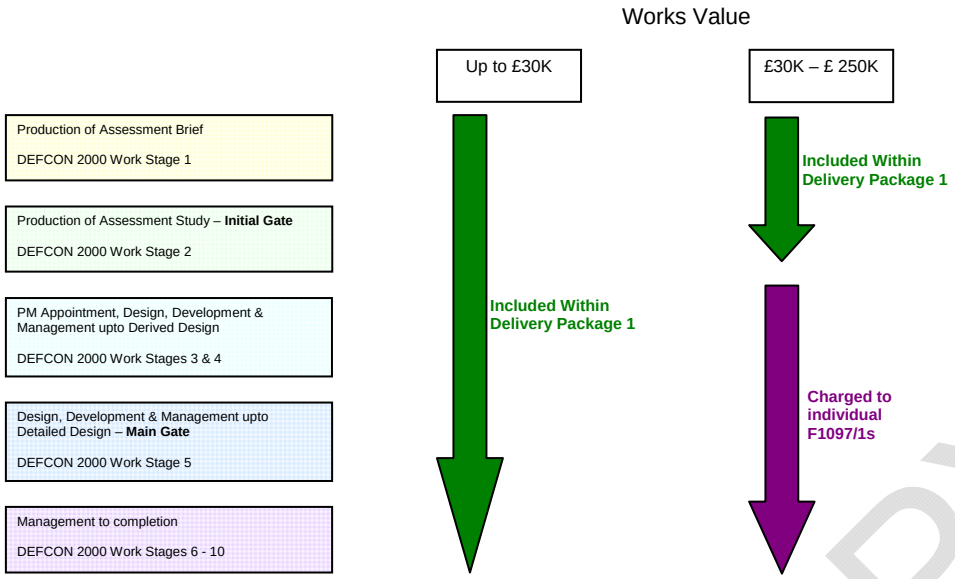

Fig 3 – Work Stages

F1.1.4 The in-theatre design, procurement, and management capability will be required to deliver Minor New Works and Response Maintenance up to a value of £30K to Work Stage 10 (completion) and up to Work Stage 2 for Ordered Works valued between £30K and £250K as identified in the DEFCON 2000 Project Managers Handbook (Currently Edition 2 – 2005). The capability will also be required to deliver all Remedial Maintenance works. The ISP is to provide the FM with a monthly status report. (**Deliverable 35**)

F1.2 Stores Management

F1.2.1 The ISP will provide a stores management system and personnel to enable efficient operation of other than Tier 1 facilities.

F1.2.2 The stores management system is to be capable of tracking stores requisitions from order to delivery and should be capable of monitoring issue against unique Works Services.

F1.2.3 The ISP is to maintain adequate in-theatre stock levels of frequently used items to facilitate effective operation. Within four weeks of operation the ISP should establish a minimum stock level for each item in order that a re-order level can be triggered. (**Deliverable 36**)

F1.2.4 The ISP shall be required to purchase, from the outgoing contractor, all items of residual stock to provide an initial working stock of spares, materials and consumables for the execution of this Contract. Thereafter, the ISP shall be responsible for maintaining an adequate and sufficient stock of spares, materials and consumables to meet the requirements and priorities set out in the Contracts. A detailed list of the Residual Stock is provided in Booklet 4 – Data Pack.

F1.2.5 The ISP shall monitor the residual stock and obsolete stock holdings and provide appropriate comment including recommendations in the ISP monthly report.

F1.2.6 There is no requirement for the ISP to establish and maintain an Entrusted Stock of spares, materials and consumables.

F1.3 Materiel Management

F1.3.1 The ISP is to provide a materiel management system and trained personnel to enable the efficient operation of the Authority supplied items for Tier 1 facilities in accordance with JSP 886 and associated regulations.

F1.3.2 The ISP materiel management system is to be effective, coherent and totally visible and is to accord with JSP 886 Vol 3 Part 7 – Consignment Tracking. The management system is to be capable of tracking, on the Mil Log IS (VITAL), stores requisitions from order to delivery and should also be capable of monitoring issue against unique Works Services.

F1.3.3 The ISP is to maintain adequate stock levels of frequently used items to facilitate effective operation. Within one month of operation, the ISP shall establish a minimum stock level for each item in order that a re-order level can be triggered. (**Deliverable 36**)

F1.3.4 The ISP will be a MoD Accounting Unit in accordance with JSP 886 and associated regulations. The Authority will provide the ISP with a CA (Charlie Alpha) UIN to permit demanding of items through Stores System 3 (SS3).

F1.3.5 The ISP will have access to the Mil Log IS for placing appropriate demands on the Joint Supply Chain Services (JSCS).

F1.4 Tier 1 Asset Management

F1.4.1 The ISP shall manage and account for Tier 1 assets, i.e. ITC, TDA camps and Tier 1 Field Hospital, including but not limited to:

a. Tents and sunshades

b. Ablution and toilet units

c. Generators, LAPDS and ECUs

d. Fuel and water tanks

e. Domestic, accommodation and catering equipment

f. Laundry units

g. Incinerators

h. Refrigerated ISO containers (Reefers)

i. ISO containers directly associated with the camps

j. Other expeditionary infrastructure equipments.

F1.4.2 The ISP shall carry out monthly asset checks of all Tier 1 equipment in theatre, by serial number and location, and include the results of the check in the monthly report to the FM. Additionally, the ISP shall carry out checks during Relief in Place (RiP) periods and Camp closures. (**Deliverable 37**)

F1.4.3 The ISP shall manage the issue and transfer, on roulement, of all domestic, accommodation and catering equipment to be signed for by the occupying unit. The Authority will notify the Contractor of programmed inspections. The movement of material/equipment between sites shall be recorded on the Mil Log IS(if a suitable system is available).

F1.4.4 The ISP shall make his materiel accounts for Tier 1 Assets, equipment, assemblies, sub-assemblies and spares available for inspection and audit by the Authority. The ISP shall facilitate audits and inspections as necessary, including (but not limited to) Engineer Logistic Inspections (ELI) and RiP periods.

F1.4.5 The ISP shall provide a short written report including photographs to substantiate any equipment being classified as beyond local repair (BLR). This BLR report is to be submitted, as required, to the Expeditionary Campaign Infrastructure Team (ECIT) via the FM.

F1.4.6 The ISP is to provide a data capture and input process for new equipment and installations including, but not limited to:

a. PPM Schedules.

b. Remedial and Response Maintenance undertaken.

c. Hours run (where applicable).

d. Spares usage.

F1.5 Site Closure and Remediation Management

F1.5.1 The ISP shall provide a suitable management structure to undertake the site management functions associated with any future drawdown of facilities and locations, including the management and coordination of any subsequent remediation works that may be required.

F2 Delivery Package 2 - Operation and Maintenance

F2.1 Introduction The ISP shall provide a structure and personnel dedicated to the delivery of the following Operation and Maintenance tasks on all facilities on the Asset Register.

F2.2 The ISP shall be organised in such a way as to enable concerted airfield and main runway repairs and maintenance to be conducted during limited Authority specified airfield closure periods (currently 6 hours on Saturday AM).

F2.3 The ISP shall provide a structure and personnel dedicated to the delivery of the detailed Operation tasks, up to the specified monthly Quantity of Works.

F2.4 Inspection and Pre Planned Maintenance. The ISP shall undertake all required Inspection and Maintenance Activities in accordance with Schedule A, B & C, the Site Specific Schedules and any manufacturers guidance, APs, AESPs or handbooks for all Facilities (incl all Roads and AOS), Plant and Equipment identified in the Asset Register and Data Pack (Booklet 4) through pro-active use of both in-theatre and rear-based resources.

F2.5 Operation & Maintenance (O&M)

F2.5.1 Power Systems.

a. The ISP shall be responsible for the maintenance and safe operation of all power systems (including security lighting). This shall include all power generation and distribution facilities (including electrical batteries) included on the Asset Register.

b. In the event of loss of power to any facility the ISP will be responsible for reinstating supply to that facility within:

i 15 minutes for identified critical facilities.

ii 45 minutes for all other facilities

F2.5.2 Fuel Systems.

a. The ISP shall be responsible for the safe maintenance of all fuel systems including fuel treatment, storage and distribution facilities and systems in the areas the Contract is effective in. The ISP will not be responsible for fuel dispensing or vehicular distribution.

b. After delivery from the Authority, responsibility for custody of fuel, prevention of loss or spillage shall be the responsibility of the ISP.

F2.5.3 AGL Systems

a. The ISP shall be responsible for the maintenance and safe operation of all AGL systems (including Obstruction lighting and non-illuminated signage). This shall include all power generation and distribution facilities, including electrical batteries, within the scope of the Contract.

b. In the event of loss of power to any facility the ISP will be responsible for reinstating supply to that facility within:

c. 15 minutes for identified critical facilities.

i 45 minutes for all other facilities

F2.5.4 TWE Structures.

a. The ISP shall be responsible for the maintenance and safe operation of all TWE (including Obstruction lighting and non-illuminated signage). This shall include all power distribution, lighting, air-conditioning, air handling, mechanical and electrical systems, within the scope of the Contract.

b. In the event of loss of power or service to any facility the ISP will be responsible for reinstating supply to that facility within:

i 15 minutes for identified critical facilities.

ii 45 minutes for all other facilities.

F2.5.5 Air Handling Systems

a. The ISP shall be responsible for the continuing and safe operation of all air handling, air-conditioning and extract systems associated with the facilities within the scope of this Contract. This shall include all air treatment, movement and distribution systems within the scope of this Contract.

b. The ISP shall be responsible for air conditioning and air quality testing as required to ensure the continuous provision of air to the specified standard

F2.5.6 Mechanical Systems. The ISP shall be responsible for the continuing and safe operation of all other mechanical systems (including but not exclusively hydraulic, pneumatic, heating, compressed air and oil distribution) associated with the facilities within the scope of this Contract. This shall include all treatment, storage and distribution facilities within the scope of this Contract. The ISP shall be responsible for the provision of supplies from any storage facility or distribution system to the required points of usage.

F2.5.7 Water Treatment Systems:

a. The ISP shall be responsible for the continuing and safe operation of all water systems on the sites. This shall include all water treatment, storage and distribution facilities. The ISP shall be responsible for the provision of water from any storage facility or distribution system to the required points of usage.

b. The ISP shall be responsible for water treatment and testing as required to ensure the continuous provision of water to the specified standard.

F2.5.8 Waste Disposal Systems (including Sewage). The ISP shall be responsible for the continuing and safe operation of all camp sewage systems within camp perimeter(s) including any holding or settlement tanks, and any disposal of sewage products outside camp perimeter(s) or into the Host Nation disposal systems. This definition includes all sewage treatment and storage facilities.

F2.5.9 Roads:

a. The ISP shall be responsible for the maintenance and safe operation of all Roads. This shall include all road surfaces, sub levels, culverts, drains, ditches, ducts and signage, within the scope of the Contract.

b. Works up to the Authority selected Quantity of Works as specified within the Contract documents are deemed to be included within the fees for this works package, all additional works above this level or not specifically included within Booklet 5 may be authorised by the FM on F1097/1 under Delivery Package 2 (Item 2A.1.1).

F2.5.10 Airfield Operating Surfaces

a. The ISP shall be responsible for the maintenance and safe operation of all AOS. This shall include all Pans, taxiways, shoulders, runways and other operating surfaces, within the scope of the Contract.

b. Works up to the Authority selected Quantity of Works as specified within the Contract documents are deemed to be included within the fees for this works package, all additional works above this level or not specifically included within Booklet 5 will be authorised by the FM on F1097/1 under Delivery Package 2 (Item 2A.1.1).

F2.5.11 Remedial Maintenance

a. Remedial Maintenance tasks are any Works Services identified by the ISP following, or during the course of, any Scheduled Inspections or other O&M activities. Such tasks are to be reported through the Help Desk.

b. Should the cost of any Remedial Maintenance task be below the Authority selected IRL the ISP should complete the work as an IRL Occurrence, within the timescale dictated by the priority of the work, in accordance with paragraph B11.2. All labour, stores, materials, plant, equipment and consumables required to undertake Remedial Maintenance tasks below the Authority selected IRL are included within the Fixed Fee for this Delivery Package.

c. Should the cost of any Remedial Maintenance task be above the Authority selected IRL the ISP will advise the FM in writing of what repairs are required. Should he decide to proceed with the Works Service the FM will authorise the work in accordance with paragraph B14.

F2.5.12 Help Desk

a. The ISP is to provide a Help Desk service 24 hrs per day, 365 days per year, which will incorporate a diagnostic and call-out facility provided by suitably qualified and experienced ISP personnel. The Help Desk personnel are to be competent in both written and spoken English. The primary functions of the Help Desk are to effectively manage Emergency call-outs and deliver Response Maintenance Works Services up to a defined threshold value. The ISP is to provide the FM with a monthly status report that demonstrates the effectiveness of the Help Desk. (**Deliverable 38**)

b. The Help Desk will be a fully interactive facility which will be capable of receiving and logging calls. It will also have a monitoring facility in order to give progress on reported Works Services.

c. Response Maintenance Works Services and Emergency call-outs are to be reported to the Help Desk in accordance with the procedures identified in the IMPS, which will detail personnel authorised by the Authority to report such Works Services.

d. Works Services identified to the Help Desk will be managed and delivered in accordance with the following;

i Emergency call-outs

(1) The aim of the emergency call-out service will be to remove or contain any danger, to life and/or property, and to restore safe conditions as soon as possible. The ISP is responsible for providing all AP cover and Permits to Work required.

(2) Within 24 hours after making the situation safe, the ISP must advise the FM in writing of what, if any, permanent repairs/maintenance are required, and whether the cost is below the £30K Threshold Value. If the cost is below the £30K Threshold Value the ISP will complete the work under Delivery Package 3A (once authorised by the FM). All labour, stores, materials, plant, equipment and consumables required to undertake this work are included within the Fixed Fee for Delivery Package 3A.

(3) Should the cost of repair be above the £30K Threshold Value but below £250K the ISP will complete the work under Delivery Package 3B (once authorised by the FM).

(4) The ISP is to ensure that any repairs made in making the emergency situation safe are carried out to an acceptable standard.

ii Response Maintenance

(1) Response Maintenance tasks are any Works Services identified by either the Authority or ISP not considered to be an Emergency, or identified following the making safe of an Emergency call-out.

(2) Should the cost of any Response Maintenance task be less than or equal to £3,000 the ISP should complete the work, under Delivery Package 3A, within the timescale dictated by the priority of the work, in accordance with Section B18. All Labour, Stores, Materials and Consumables required to undertake this work are included within the Fixed Fee for Delivery Package 3A.

(3) Should the cost of any Response Maintenance task be between £3,000 and the Threshold Value, the ISP will seek FM approval prior to commencing any work, under Delivery Package 3A, within the timescale dictated by the priority of the work, in accordance with Section B18. All Labour, Stores, Materials and Consumables required to undertake this work are included within the Fixed Fee for Delivery Package 3A.

(4) Should the cost of repair be above the £30K Threshold Value but below £250K the ISP will complete the work under Delivery Package 3B (once authorised by the FM).

(5) Where a Response Maintenance task has been identified by the ISP, irrespective of the value, the ISP must obtain approval from the FM before continuing with the work.

F3 Delivery Package 3: Response Maintenance and New Works

F3.1 Delivery Package 3A – Self Delivery Mechanism (SDM)

F3.1.1 The ISP shall provide a reactive delivery mechanism dedicated to the delivery of Response Maintenance (RM) and Minor New Works (MNW) services up to the Threshold Value of £30K.

F3.1.2 Use of this mechanism must represent Value for Money and be in accordance with the agreed ISP Procurement Strategy (PS). The ISP is to continually monitor the performance and utilisation of the SDM.

F3.1.3 Exceptionally elements of the SDM may be used to deliver technical elements of Delivery Package 3B. Should it be used for this purpose the ISP should identify its use in any planning documentation and reflect the cost saving against the project cost, for example; the ISP may wish to utilise SDM electricians to test or commission electrical works undertaken by local sub-contractors.

F3.1.4 MNW arise as customer requests; via J4 Infra branch, HQ Joint Force Sp; and are to be initiated, in accordance with the procedures identified in the IMPS, by authorised personnel only.

F3.1.5 Should the cost of any reported RM be less than or equal to £3,000, the ISP should complete the work in accordance with the respective Occurrence Banding and Value Banding Pricing Schedules set out in Booklet 5, all within the timescale dictated by Table 1.

F3.1.6 Should the cost of any reported RM be between £3,000 and the £30K Threshold Value, the ISP will seek FM approval prior to commencing any work. Should the FM decide to proceed the ISP should complete the work in accordance with the respective Occurrence Banding and Value Banding Pricing Schedules set out in Booklet 5, all within the timescale dictated by Table 1 (with timescales becoming effective once the task has been authorised by the FM). RM events over and above the annual allowance will be completed either in accordance with B11.5 or by way of a F1097/1.

F3.1.7 For the MNW, a degree of Authority control[7] will be exercised to prevent unauthorised modification to the Estate; once approved and passed to the ISP the process is as for progressing similar sized (by value) RM. The prices in these schedules are inclusive of all labour, stores, materials, plant, equipment and consumables required to undertake the work.

F3.1.8 Should the cost of any reported RM or New Works be above the £30K Threshold Value the ISP will refer the request to the FM. Should the FM decide to proceed with the Works Service the FM will issue an F1097/1 for the ISP to complete the work under Delivery Package 3B.

F3.1.9 Works Services below the £30K Threshold Value will be valued/measured against the Authority selected Schedule of Rates. The fee for this Delivery Package will include all the labour, stores, materials, plant, equipment and consumables necessary to complete the number of events/occurrences within each of the schedules. MNW events over and above the annual allowance will be completed either in accordance with B11.6 or by way of an F1097/1.

F3.1.10 The cost of the design, procurement and management service necessary to deliver the works services under this Delivery Package shall be included within the fixed fee for Delivery Package 1.

F3.1.11 The ISP will, under this package, be required to undertake MNW below the £30K Threshold Value on the airside assets at BSN Airfield – excluding work on the AOS.

F3.2 Delivery Package 3B – Ordered Works.

[7] "Degree of Authority control" means MNW's <£30k will be notified to the Contractor by the FM using the recognised and fully approved Statement of Requirement form.

F3.2.1 The ISP shall provide a design, procurement and management service capable of developing and delivering Ordered Works above £30K and below £250K in accordance with the procedure identified in the DEFCON 2000 Project Managers Handbook from Assessment Brief at Work Stage 1 to Completion at Work Stage 10. The ISP is to provide the FM with a monthly status report. (**Deliverable 39**)

F3.2.2 The production of an Assessment Study triggers the Authority Initial Gate Business Case (IGBC).

F3.2.3 DEFCON 2000 Work Stages are identified at Figure 3, under this Delivery Package the ISP shall charge Fees to individual F1097/1s or Ordered Works as follows;

a. Work Stages 3 and 4 – PM appointment, Design, development and management up to Derived Design

b. Work Stage 5 – Design, development and management up to Detailed Design, at which stage the Authority Main Gate Business Case (MGBC) is produced

c. Work Stages 6 to 10 – Management to completion and handover

Note: The fees for Work Stages 1 and 2 are included in the Fixed Fee[8] for Delivery Package 1.

F3.2.4 Following the completion of each Work Stage, and should the Authority wish to continue with the Works a F1097/1 will be issued to proceed to the next stage. Where the Authority does not wish to continue to the next Work Stage, the ISP is entitled to claim payment for Work Stages completed.

F3.2.5 Fees for the above Work Stages should be stand-alone; however it is likely that the cut off point will occur at Main Gate.

F3.2.6 The ISP may, under this package, be required to undertake Ordered Works above the £30K Threshold Value but below £250K on the airside assets at BSN Airfield.

[8] only for MNW in the value range £30k - £250k

F4 Delivery Package 4: Logistics

F4.1 Tier 1 Spares and Consumables Accounting

F4.1.1 The ISP shall manage all the Tier 1 MOD Inventory in accordance with JSP 886 and associated regulations and is to maintain sufficient stock levels, in order to facilitate his role. All Tier 1 spares and consumables shall remain the property of the Authority. Stock levels are to be determined by provision factors such as (but not limited to) PPM schedules and response repair timelines. All provision reviews are to be maintained and made available for audit by the Authority.

F4.1.2 The ISP shall manage accounts for ITC and TDA items on the Mil Log IS, which will be loaned to the ISP by the Authority for this purpose. The ISP shall make his accounts and stock holdings of Tier 1 spares and consumables available for inspection/audit by the Authority. The ISP shall facilitate audits and inspections as necessary, which will be carried out regularly by in-theatre military representatives.

F4.1.3 The ISP shall follow the demand route of the Tier 1 assets as follows:

a. ITC. Through the normal military demand process.

b. Fd Hosp. Through the normal military demand process.

c. TDA. Through the normal military demand process to the Contractor Logistic Supply (CLS) via Swivel Chair/Electronic Business Capability (EBC).

d. Other Tier 1 Assets. As appropriate depending on type of asset.

F4.1.4 The ISP shall forecast the requirement for all Tier 1 spares and consumables paying particular attention to the needs of the various Units during the RiP.

F4.1.5 The ISP shall manage the deployable scale of spares and consumables provided with each Tier 1 facility. Deployable scales will be managed to maintain agreed stock holdings through regular provision reviews. Replenishment of stock must be through the Surface Line Of Communication (SLOC) element of the Joint Supply Chain Supply (JSCS).

F4.1.6 The ISP shall be responsible for obtaining any specific spares required to operate and maintain the Tier 1 camps. The ISP shall make use of the TDA Specific Spares Vending Service and utilise the Military Supply Chain (MSC) to transport TDA specific spares. In the event that urgency or convenience suggests that delivery by means other than the JSCS is more appropriate, then this may be authorised by the FM.

F4.1.7 The ISP shall request common spares and consumables required to operate and maintain facilities by supplying in-Theatre military representatives with a detailed requirement, who will order common items and consumables using the JSCS SLOC. A 14-week lead-time should be assumed.

F4.1.8 The ISP shall provide a monthly list of Tier 1 spares and consumables holdings to the FM.

F4.1.9 The ISP stocktaking and reconciliation processes and procedures shall be in accordance with JSP 886 Vol 4 Part 2.

F4.1.10 Should the ISP fail to maintain adequate stocks of spares and consumables, leading to critical items requiring to be flown into theatre as commercial air freight then the cost will be borne by the ISP.

F4.2 Tier 1 Capital Spares and Primary Items Accounting

F4.2.1 The ISP shall account for and maintain all Capital Spares/Primary Items to be held in Theatre. The Authority, in conjunction with the ISP shall agree the item type and quantity of Tier 1 Capital Spares/Primary Items to be held in Theatre.

F4.2.2 The ISP shall, if feasible, effect in-Theatre repair of Capital Spares/Primary Items that are extracted from a constructed facility.

F4.2.3 The ISP shall initiate and manage the back load of Capital Spares/Primary Items that are deemed beyond the level of in-theatre repair, and shall initiate the demand and manage the receipt of the replacement items, in accordance with the Reverse Supply Chain timelines given in JSP 886 The Defence Logistics Support Chain Manual.

F4.2.4 The ISP is to dispose of Tier 1 assets/equipments in accordance with JSP 886 Vol 9 and the proposed disposal solution must be ratified by the ECI Team, via the FM.

F4.3 Engineer Materiel Supply

F4.3.1 Typically, the Authority will use its own Engineer Materiel supply arrangements. However, supply through the ISP will provide an alternative arrangement. When authorised by the FM, the ISP shall resource Engineer Materiel for use by the Military. The ISP is not required to hold stock over and above its normal requirements in order to satisfy this requirement.

F4.3.2 When authorised by the FM, the ISP shall supply Engineer Materiel for use by the Military on 'self help' jobs. The ISP is not required to hold stock over and above its normal requirements in order to satisfy this requirement.

F4.4 Other than Tier 1 Spares and Consumables

F4.4.1 The ISP shall manage all spares and consumables for assets other than Tier 1 Assets and is to maintain sufficient stock levels, in order to facilitate his role. All such spares and consumables shall remain the property of the Contractor. Stock levels are to be determined by PPM schedules, response repair timelines and Minor New Works forecasts.

F4.4.2 The ISP shall manage accounts for these items on a Management Information System (MIS), which the ISP will provide. The ISP shall make his accounts and stock holdings of these spares and consumables available for inspection/audit by the Authority. The ISP shall facilitate audits and inspections as necessary, which will be carried out regularly by in-theatre military representatives.

F4.4.3 The ISP shall manage the spares and consumables, utilising them to support the facilities as necessary and replenishing to maintain stock holdings at the approved level, using the most cost advantageous and reliable supply route. There is to be no reliance on using the MSC at nil cost.

F4.4.4 In the event that urgency or convenience suggests that the delivery of spares or consumables by means other than the ISP is more appropriate, then this may be authorised by the FM.

F4.4.5 The ISP shall maintain stock levels using the SLOC for common spares and consumables to operate and maintain facilities in line with response times, deliverables and KPI's. Should the ISP fail to effectively manage the stock holdings resulting in the need for items to be brought into Theatre by commercial ALOC and/or courier then the ISP shall bear all the related costs.

F4.4.6 The ISP is to hold and maintain a range of Strategic Spares. The Register of Strategic Spares is included in Booklet 4.

F4.4.7 The ISP shall provide a monthly status report to the FM on the other than Tier 1 spares and consumables holdings, including Strategic Spares. (**Deliverable 40**)

F4.4.8 The ISP stocktaking processes and procedures shall be in accordance with JSP 886 Vol 4 Part 2.

F5 Delivery Package 5: Asset Consolidation Team (ACT)

F5.1 The ISP shall provide a reactive team of personnel dedicated to providing a fully integrated capability to erect, dismantle, refresh, refurbish, reconfigure, relocate, store, manifest, repackage and backload Tier 1 Assets in accordance with the indicative programme of works (see Annex J). ITC and TDA activities must be undertaken in consultation with the ECI Team, via the FM. Additional activities over and above the programme of works will be priced in accordance with the pricing schedule in Booklet 5. The Firm Price for each of these schedule activities includes all labour, plant, equipment and material required for the successful completion of the activities.

F5.2 The ACT shall be capable of self-performing all activities normally associated with constructing Tier 1 facilities, in accordance with the standard design layouts in the 170 (Infra Sp) Engr Gp Infrastructure Support Technical Note (ISTN) 300 Series including (but not limited to):

F5.2.1 Groundworks and excavations

F5.2.2 Concreting to beds and slabs

F5.2.3 Dust suppression

F5.2.4 Building services

F5.3 Exceptionally elements of the ACT may be used to deliver technical elements of Delivery Package 3. Should they be used for this purpose the ISP should identify their use in any planning documentation and reflect the cost saving against the project cost.

F5.4 The regeneration of TDA Assets will be undertaken in the UK by the CLS Contractor.

F5.5 The ACT shall also have a fully integrated capability to lay, lift, replace, re-secure and repackage AM2 Matting as required by the Authority.

F6 Delivery Package 6: Deployable Engineer Workshop (DEW)

F6.1 The Deployable Engineer Workshop (DEW) is a self contained engineering manufacturing capability comprising of discipline specific container based units and office accommodation integrated together to form a comprehensive and modern manufacturing workshop capable of sustaining the most complex of tasks likely to be needed in Theatre.

F6.2 The ISP shall provide a team of suitably qualified and competent personnel to operate the DEW to a limited operating capacity. The team shall comprise the following:

F6.2.1 1 x Workshop Supervisor – capable of managing day to day operations of the DEW, including all SHEF matters. Qualified to NVQ Level 4 Higher Professional Diploma in Engineering (or equivalent) and also holding a current NEBOSH Certificate or other equivalent safety management qualification.

F6.2.2 2 x Plater Welder – capable of welding using manual metal Arc, MIG and TIG techniques. Qualified to NVQ Level 3 in Fabrication and Welding (or equivalent).

F6.2.3 2 x Fitter/Machinist – capable of operating centre lathes, pillar drills, grinding machines etc. Qualified to NVQ Level 3 Mechanical Manufacturing Engineering (or equivalent).

F6.2.4 4 x Joiners – capable of using hand tools, power tools, fixtures and jigs normally associated with this trade. Qualified to NVQ Level 3 in Engineering Woodworking, Pattern and Model Making (or equivalent).

F6.2.5 3 x Plant Fitters/Generator Mechanics – capable of repairing, testing and regenerating engineer construction plant (ECP) and generators. Qualified to NVQ Level 3 standard (or equivalent) in an appropriate plant/vehicle maintenance and repair category.

F6.2.6 2 x Plant Electricians – capable of repairing and regenerating electrical construction plant and possess a relevant competence in inspection and testing. Qualified to NVQ Level 3 standard (or equivalent) in an appropriate plant/vehicle electrical/electronic systems category.

F6.2.7 4 x Labourers – to provide support to tradesmen and general labouring/cleaning duties.

F6.3 The successful tenderer will be expected to provide personnel CVs to demonstrate the competency and experience of the DEW tradesmen.

F6.4 Exceptionally, elements of the DEW team may be used to deliver technical elements of Delivery Package 3A. Should they be used for this purpose the ISP should identify their use in any planning documentation and reflect the cost saving against the project cost.

F6.5 Similarly, subject to the Authority's priorities, the ISP may use the DEW facilities to support its Delivery Package 3A activities, in which case the ISP is to provide the raw materials and is to clearly identify the labour cost saving against the works service cost. The Authority may also provide raw materials FOC for Delivery Package 3A activities, in which case the ISP is to clearly identify all the cost savings against the works service cost.

F6.6 Materials for use in the DEW will be provided through the Engineer Logistics node.

F6.7 The Workshop Supervisor will control the day to day operation of the DEW and be responsible for all SHEF matters. The Authority (through the theatre Engr Regt) will provide the DEW Manager who will be responsible for managing and setting the work priorities.

F6.8 Only one tradesmen of each trade discipline is to be away on leave at any given time. One of the tradesmen is to be suitably competent and qualified to be able to deputise for the Workshop Supervisor whilst he is away on leave.

F7 Delivery Package 7: Prefabricated Buildings

F7.1 The ISP shall provide a fully integrated service to deliver and install Portacabin type structures, including levelling the ground, the provision of foundation blocks, provision of steps (as required) and connection to the nearest convenient electrical feeder pillar or provision of a suitably sized stand-alone diesel generator set. The Prefabricated Building Specification is at Annex H to this booklet.

F7.2 The prefabricated buildings are to be constructed on all-steel modular framed structure with lightweight weatherproof composite panels in accordance with the specification at Annex H. The units must be capable of being lifted by crane and of being dismantled and flat-packed for future relocation. The units must also be capable of being utilised for open plan buildings.

F7.3 The ISP will be responsible for ensuring that the units are delivered to an Authority approved location, assembled and sited as instructed by the initiating SOR.

F7.4 All labour, stores, materials and consumables required to undertake this activity are to be included in the all-inclusive pricing schedule in Booklet 5.

F8 Delivery Package 8: Technical Working Environment (TWE) Shelters

F8.1 The ISP shall provide a fully integrated service to erect, dismantle, store and re-package TWE Shelters such as, but not limited to; Rapid Erect Hangar (REH), Rapid Erect Shelter (RES), Very Rapid Erect Shelter (VRES) in accordance with the indicative programme at Annex L to this Booklet..

F8.2 The TWE Shelters will be provided by the Authority as GFE and the compacted aggregate or concrete bases will be constructed by others.

F8.3 The Firm Price for each of the activities covered by this Delivery Package is inclusive of all labour, equipment, MHE (including crane hire if required) and tools necessary for the successful completion of the activities.

F8.4 All activities will be conducted in strict accordance with the relevant AP or manufacturer's instructions. No modifications are to be made to the TWE Shelters without ECI team approval, via the FM.

F8.5 Where the TWE shelters are located within a Military Air Environment (MAE) and Foreign Object Damage (FOD) control measures are implemented, Tool Control measures are to be implemented in accordance with Joint Air Publication (JAP) 100A-01, Chapter 6.1.1

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
Bklt 1, para 14	SECTION 1: EXECUTIVE SUMMARY	1											
	SECTION 2: CONTRACT INFORMATION												
Bklt 1, para 15.1	Provide the name, address, telephone and fax numbers, and e-mail address of the Company from which the Contract will be managed, with that for any parent company.	2.1											
Bklt 1, para 15.2	Provide the name, address, telephone and fax numbers, and e-mail address of the senior member of the Company who will be responsible for the Contract.	2.2											
Bklt 1, para 15.3	Provide the names and addresses of any Partnering Contractor and Core Service and/or Specialist Subcontractors that you intend to use for the Contract. Clearly indicate the relevant discipline in which you intend to use any Partner or Subcontractor throughout the duration of the Contract. The Tenderer may undertake any specialist Works himself, but must submit evidence that he has the 'in-house' capability to carry out such Works at time of Tender.	2.3											
	SECTION 3: CONTRACT PERSONNEL												
Bklt 1, para 16	Tenderers shall state clearly the personnel they propose to be responsible for the Contract and the location of those personnel. The personnel should be categorised as follows:	3.1	Technical Clarifications No 2 dated 20 May 2011	Staffing Charts: KBR are to provide a full breakdown of all proposed staffing, clearly detailing each role, main qualifications, name (where known/nominated) and their locations; i.e. both in-theatre and rear based. The chart should also make clear the following; - any positions that are not fully costed within the proposal, i.e. not 100% on this contract. - any positions that carry out more than	The organisation charts submitted with KBR's original bid were simplified and indicated the location, the role, whether the post would be filled by a UK National, a TCN or a LRW using colour coding and provided a unique code for each post. Other data regarding the posts was provided in various tables within Section 3. To answer the Authority's clarification question without over complicating the charts a revised set of organisation charts has been produced and are attached as Attachment One. The revised charts identify the location of the posts included on the chart and clearly indicate for each post: - Whether the post is 100% full time or a reduced percentage part-time post. In some cases the percentage changes over the life of the	1	2	3	4	5	6	7	8

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
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				one role, or has time spent across more than one area, e.g. time split 25%/75%, etc. - Identify nationality, i.e. UK, TCN or LRW. - Clearly identify Key Personnel. The endstate is simply that you need to convince the authority that you have the correct number of personnel, with the correct qualifications for each element of the contract and management of the whole, in order to ensure we obtain the service outputs which we required from the ISP(A)	contract and in which case the percentage is quoted as 'X% reducing to Y%'. - Whether the post is filled by a UK National, TCN or LRW; this is identified both by colour code and scripted within the box for the post - Which DP the post is allocated to and where the post is split between DPs the percentage to each DP - For key posts the KBR nominee is identified It has not been possible to include qualifications on the organisation charts due to the limited space available and therefore a separate table is provided as Attachment Two which includes name, chart ID, category and qualifications of all key personnel. The PC ISP(A) contract has constantly changed shape over the past four years and significantly increased in size. The preparation for the new contract has given KBR an opportunity to undertake a root and branch review of the current KBR delivery structure and revise the organisation to an optimised format which will deliver a high quality service at a reduced cost. This revised structure is illustrated on the organisation charts that are provided as Attachment One. The revisions that have been made to the charts add detail and do not change level of manpower or its allocation to the various DPs; therefore the revisions do not affect the prices in Booklet 5. The Authority can have confidence that the revised KBR structure will deliver the PC ISP(A) service that it requires; in creating the revised organisation KBR has: - Retained the top management team that is successfully delivering the current service - Consulted with its top management team from both Leatherhead and the theatre to reach consensus on the new structure - Retained the existing key personnel, such as the APs, to ensure that site knowledge is not lost - Promoted the best performers to take responsibility for the areas of service delivery that they know best - Approached the organisation restructure from both a top down and a bottom up point of view - Taken the lessons learned over the past 4 years and applied them to its thought process, the valuable experience gained has been embedded into the revised structure								

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
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					- Merged task groups together to avoid excessive management overhead - Created coherent teams to work together and avoid wasted labour - Changed the F1097 internal procedures to significantly reduce both the in-theatre and UK support manpower required to process tasks ordered through the F1097 route - Changed the leave rotation structure to reduce the amount of travel and the effects of travel delays The new organisation that has been created is designed to meet the direct requirements as set out in the ITT; the ITT sets out changes and reductions of scope to that currently undertaken under the existing contract.								
Bklt 1, para 16.1	Professional - defined as those personnel who are Chartered members of a recognised Professional Institution	3.1.1											
Bklt 1, para 16.2	Senior Technician - defined as those personnel that hold a Higher National Certificate (HNC), or equivalent qualification, as a minimum standard in a relevant discipline	3.1.2											
Bklt 1, para 16.3	Technician - defined as those personnel that hold a City & Guilds or an Ordinary National Certificate (ONC) or an equivalent qualification; and suitable experience in an appropriate discipline	3.1.3											
Bklt 1, para 16.4	Senior Administration - defined as those personnel that hold a recognised business qualification	3.1.4											
Bklt 1, para 16.5	Administration - defined as those support staff with no technical function, e.g. accounts, purchasing etc	3.1.5											
Bklt 1, para 17	Tenderers shall identify key personnel (including any Supply Chain members integrated into the Contractor's management team) and confirm that they are suitably qualified and experienced to deliver the role. Such personnel should include as a minimum:	3.2	Technical Clarifications No 1 dated 15 Apr 2011	Provide email and telephone details for Atkins Group.	A1 – Sub-contractor contact details (WS Atkins) For provision of the Coordinating Authorising Engineer and Authorising Engineer services in Afghanistan KBR contracts with WS Atkins plc registered at Woodcote Grove, Ashley Road, Epsom Surrey KT18 5BW. The points of contact (POC) for provision of these services are: Gordon Hunter	1							

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
					Tel: 01228 560240 E-mail: Gordon.Hunter2@atkinsglobal.com Mary Izon Tel: 01228 560240 E-mail: Mary.Izon@atkinsglobal.com								
Bklt 1, para 17.1	Delivery Manager	3.2.1											
Bklt 1, para 17.2	Deputy Delivery Manager	3.2.2											
Bklt 1, para 17.3	O&M Manager	3.2.3											
Bklt 1, para 17.4	Asset Consolidation Team (ACT) Manager	3.2.4											
Bklt 1, para 17.5	Site Management Staff	3.2.5											
Bklt 1, para 17.6	Authorising Engineer	3.2.6											
Bklt 1, para 17.7	Health and Safety Manager	3.2.7											
Bklt 1, para 17.8	Quality Assurance Manager	3.2.8											
Bklt 1, para 17.9	Commercial Manager	3.2.9											
Bklt 1, para 18	CVs and Job Descriptions for all Management Team posts	3.3	Technical Clarifications No 1 dated 15 Apr 2011	You have not provided a CEng as part of your ordered works capability. Please clarify how you intend to ensure the provision of a full, professional design	An expansion of our processes and procedures to ensure the provision of a full professional design capacity is provided as Attachment Three.	3							

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
				capability.									
Bklt 1, para 19	Senior member of the company to whom the Delivery Manager will report, and who will be responsible for the contract	3.4											
Bklt 1, para 20	Tenderers shall state clearly, for each Delivery Package (DP), the following:	3.5											
Bklt 1, para 20.1	The minimum number of technicians to be totally committed to the work in each DP												
Bklt 1, para 20.2	The minimum number of tradesmen to be totally committed to the work in each DP												
Bklt 1, para 20.3	Precise details of the qualifications of the above technicians and tradesmen												
Bklt 1, para 20.4	The minimum number of labourers to be totally committed to the work in each DP												
Bklt 1, para 20.5	The number of home-based technicians available for unplanned or emergency support, and the response times for bringing them to Afghanistan												
Bklt 1, para 20.6	The numbers of home-based tradesmen, by discipline, available for unplanned or emergency support and response times for bringing them to Afghanistan												
Bklt 1, para 20.7	The number and discipline of the Authorised Persons (AP) to be committed to the work in each DP												
Bklt 1, para 21	Tenderers shall describe those functions of the performance of the Contract which they propose to undertake outside of Afghanistan at the Company's own premises and provide the location, names and CVs of the personnel principally responsible for those functions	3.6											

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
Bklt 1, para 22	Tenderers shall submit a proposed organisation charts (family trees) which display the personnel at each site, identifying individual posts, their occupants and inter-relationship with the FM and Authority. Each post should be annotated with a unique consecutive number and indicate whether the personnel are LRWs, TCNs or UK Nationals. The number of working hours per week for each category of staff should also be stated as well as leave patterns, proposals to provide cover for illness, programmed absences, training etc.	3.7											
Bklt 1, para 23	Tenderers shall submit a separate organisation chart showing the relationships with the Company's out of theatre organisation, clearly delineating the chains of command within the organisation	3.8											
Bklt 1, para 24	Tenderers shall identify personnel who are not employed exclusively on the Contract or are offered on less than a full-time basis. In such instances a full breakdown of weekly hours, per individual, shall be provided	3.9											
	SECTION 4: METHOD STATEMENTS												
Bklt 1, para 25.1	Interpretation of the requirement and proposed method of operation	4.1											
Bklt 1, para 25.2	Precise details of proposed MIS	4.2											
Bklt 1, para 25.3	Details of all plant, equipment, assets, facilities and/or installations that the Tenderer intends to maintain himself	4.3											
Bklt 1, para 25.4	Details of all plant, equipment, assets, facilities and/or installations that the Tenderer intends to maintain by subcontracting	4.4	Technical Clarifications No 1 dated 15 Apr 2011	Confirm that no part of the plant and equipment will be operated or maintained by subcontractors?	It is confirmed that KBR does not intend to use sub contractors to operate or maintain any part of the plant or equipment.	1	2	3	4	5	6	7	8
Bklt 1, para 25.5	Methodology for selection and management of subcontractors	4.5											

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
Bklt 1, para 25.6	Details of how the tenderer proposes to contribute to the Afghan First Policy	4.6											
Bklt 1, para 25.7	Details of how the Tenderer proposes to manage the Contract, demonstrating how tasks involving in-house and external resources are to be co-ordinated	4.7											
Bklt 1, para 25.8	A Method Statement and a flow chart for the processing and control of PM's/FM's Instructions and 'Emergency Call-Outs' received from the PM, FM or designated representatives	4.8											
Bklt 1, para 25.9	A Method Statement for the monitoring and control of the Planned Preventive Maintenance (PPM) Regime and Remedial Maintenance	4.9											
Bklt 1, para 25.10	Details of how the Help Desk facility described in the Contract Documents will be provided	4.10	Technical Clarifications No 1 dated 15 Apr 2011	Your submission left the panel thinking that there was the possibility of multiple POC over a 24/7 period, particularly out of hours. Clarify how you intend to provide a single, clear point of contact 24/7.	A4 – Helpdesk Facility Operations The KBR preferred method of delivering the Helpdesk service is using a single POC on a 24/7 basis with a back-up of individual site direct access during local emergencies or if for some reason communications are lost. The description in the original KBR bid submission sets out what has become custom and practice, and as we understand it the user preference; however, the 'outside normal working hours' paragraph will now be considered the back-up method. A replacement Section 4.10, which describes the proposed Helpdesk service using a single point of contact on a 24/7/365 basis in accordance with the requirements of Section F2.5 of Booklet 3, is provided as Attachment Four		2						
Bklt 1, para 25.11	An example of a monthly report, as required under the Contract	4.11											
Bklt 1, para 25.12	A statement describing your fraud prevention policy	4.12											
Bklt 1, para 25.13	Confirmation of their understanding that the Authority will have the right to choose which of the Inclusive Repair Limit (IRL) options it wishes to take up for Delivery Package (DP) 2 from year to year	4.13											
Bklt 1, para	Tenderers are to describe their understanding and application of the IRL	4.13.1											

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
25.13.1													
Bklt 1, para 25.13.2	Provide a Method Statement detailing the processes/procedures proposed for carrying out and recording remedial maintenance up to the IRL	4.13.2											
Bklt 1, para 25.14	Provide a Method Statement detailing the processes/procedures proposed for carrying out and recording Response Maintenance (RM) tasks and Minor New Works (MNW) up to the £30K Threshold Value in DP 3A. Tenderers are to describe their understanding and application of the MNW Value/Event Banding levels	4.14											
Bklt 1, para 25.15	Provide a Method Statement detailing the processes/procedures proposed for carrying out Ordered Works over the £30K Threshold Value up to £250K in DP 3B, using MOD Form 1097/1. This should include details of management, quality control, inspection, testing, valuation and price	4.15											
Bklt 1, para 25.16	Provide a Method Statement detailing the processes/procedures proposed for providing cost estimates for works services using the Authority selected Schedule of Rates	4.16											
Bklt 1, para 25.17	Provide a Method Statement detailing how all design activities will be carried out stating the proposed qualifications and experience of the intended designers	4.17	Technical Clarifications No 1 dated 15 Apr 2011	Provide detail of design competencies supporting the ordered works capability (refer Para 18 above).	The full details of the design competencies supporting the Ordered Works Team is provided as Attachment Five			3					
Bklt 1, para 25.18	Provide a Method Statement showing how they intend to provide support and advice to the FM	4.18											
	SECTION 5: QUALITY MANAGEMENT/QUALITY ASSURANCE												
Bklt 1, para 26.1	Give the name and details of experience of the member of your staff who will be responsible for the installation and maintenance of the Quality Management System	5.1											
Bklt 1, para 26.2	Provide a statement describing the proposed Quality Management System to be adopted for the Contract together with any evidence of any independent 3rd party accreditation	5.2											

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
Bklt 1, para 26.3	If the Company has registration to ISO 9001/ISO 9002 under an independent third party accreditation scheme, the name of the National Accreditation Council for Certification Bodies (NACCB) accreditation body, the registration number(s), the scope of registration, and at what locations	5.3											
Bklt 1, para 26.4	A controlled copy of the Company's Quality Management System Manual and Procedures including its policy and forms	5.4											
Bklt 1, para 26.5	Details of any off-site support, including the levels and periodicity, to be provided for the independent reviewing and monitoring of on-site Quality Management System	5.5											
Bklt 1, para 26.6	Details of the member of staff on-site who will be responsible for the maintenance of Quality Management System and Procedures	5.6											
Bklt 1, para 26.7	A System Installation Plan identifying which Quality Procedures are to be installed, and when, together with a statement as to how the Quality Management System and Procedures will be implemented and maintained	5.7											
Bklt 1, para 26.8	Describe how you will ensure that your Quality Management System is understood, implemented and maintained at all levels	5.8	Technical Clarifications No 1 dated 15 Apr 2011	Provide clarification of how you will ensure sub-contractor compliance with QA	A6 - Sub-contractor Compliance with QA An expansion of our processes and procedures to ensure sub-contractor compliance with QA is provided as Attachment Six	1							
Bklt 1, para 26.9	An Audit Plan for the monitoring of contractor's Quality Management System and Procedures by the nominated on-site member of staff	5.9											
	SECTION 6: HEALTH AND SAFETY												
Bklt 1, para 39.1	The Tenderer shall provide a signed copy of their H&S Policy, including a Statement duly signed and dated by the Senior Director or Partner. The H&S Policy shall set out the organisations commitment to H&S including the identification of key personnel who have H&S responsibilities and the arrangements for implementation of the Policy on each site	6.1											
Bklt 1, para 39.2	The Tenderer shall provide a clear statement and give an outline of how compliance with all relevant MoD and Establishment, Safety Health Environmental and Fire, (SHEF) procedures will be achieved. This should	6.2											

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
	include how the interface will be managed between the Contractor's system and that of MoD												
Bklt 1, para 39.3	The Tenderer shall give a clear statement that he will comply with his Safety Management Systems (SMS) and all relevant H&S legislation throughout the duration of the Contract and provide a concise outline as to how this will be achieved	6.3											
Bklt 1, para 39.4	The Tenderer shall give a clear account as to how they, as Principal Contractor, will safely carry out the requirements of this Contract, with particular reference to the proper application of the Construction (Design & Management) Regulations 2007 (CDM 2007). The information provided must draw on the procedures in the Contractor's SMS and include full details of the key personnel, excluding H&S professionals, who will be responsible for the delivery of safety management on this Contract. Submit personal profiles for those persons not yet identified	6.4											
Bklt 1, para 39.5	The Tenderer shall give a clear account of how he will, when required, carry out the role of CDM Co-ordinator specific to this Contract. This must identify how the relevant procedures within his SMS are to be implemented. It must also give a clear account of how he will ensure that the CDM Co-ordinator will enjoy independence of action, explaining the importance of this independence. (Note: A précis of the legislation and the ACoP is unacceptable.) The tenderer shall provide nomination(s) for CDM Co-ordinator(s) with CVs, identifying their competencies, responsibilities, training and experience in the role	6.5											
Bklt 1, para 39.6	The Tenderer shall give a clear account of how he will carry out the role of Principal Contractor, specific to this Contract. This must identify how the relevant procedures within his SMS are to be implemented. This account must also answer any relevant requirements identified within the Information Pack. (Note: A précis of the legislation and the ACoP is unacceptable.)	6.6											
Bklt 1, para 39.7	The Tenderer shall give a clear account of how safety will be suitably considered in all designs specific to this Contract. This must identify how the relevant procedures within his SMS are to be implemented	6.7											
Bklt 1, para 39.8	The Tenderer shall, with appropriate reference to his SMS, provide clear details of his subcontractor evaluation and selection procedures, how he will ensure that any staff/subcontractors engaged are competent, how they will comply with the conditions of the contract, how they will be supervised	6.8											

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
	and how he will ensure that they have received appropriate H&S training												
Bklt 1, para 39.9	The Tenderer shall provide clear details of how H&S standards within the supply chain will be achieved, maintained and monitored throughout the life of the contract, who will be responsible for ensuring this is done, and what procedures will be used to ensure that non-compliances are suitably rectified	6.9											
Bklt 1, para 39.10	The Tenderer shall provide details of the process (including operational procedures) covering the selection, appointment, auditing and monitoring of designated competent persons (e.g. Authorising Engineers, Authorised Persons etc); identify their competencies, responsibilities, training and familiarisation with systems. Indicate by way of example CV's (or generic CV's) and job descriptions for each competent person specialism the calibre of person proposed for each role	6.10											
Bklt 1, para 39.11	The Tenderer shall describe details of the processes (including operational procedures) covering the application of JSP 375 clearly identifying how the Principal Contractor and competent person will discharge their responsibilities with particular reference to the operations of other contractors working within the various Sites and Establishments. This shall include, but not be limited to the proposed methods of deciding, recording, controlling, monitoring and enforcing the requirements relating to their proposed actions in areas for which the responsibility is held. The Tenderer shall also provide proposals for incorporating the requirements of the competent person into the maintenance programme	6.11											
Bklt 1, para 39.12	The Tenderer shall provide CV(s) detailing the experience, training and qualifications for the appointed competent person, and the support available to them	6.12											
Bklt 1, para 39.13	The Tenderer shall provide brief details of reportable accidents (as defined by RIDDOR 1995) over the last 3 years and provide incident and frequency rates for the last 3 years. (If a Consortium, details for each company are required)	6.13											
Bklt 1, para 39.14	The Tenderer shall provide details of **all** enforcement action taken within the last 5 years and explain clearly how the Organisation has implemented suitable procedures and corrective actions to ensure that the circumstances which led to the enforcement action do not reoccur. (If a Consortium, details for each company are required)	6.14											

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
Bklt 1, para 39.15	The Tenderer shall demonstrate compliance with MoD's Policy for provisions of environmental legislation wherever practicable and to work towards reducing the causes and impacts of pollution. Tenderers shall show, with 5 examples, each relating to a different activity and different pollutant, how they propose to support the implementation of this policy and relate each example to the controlling statute, regulation or MoD mandated requirement	6.15											
Bklt 1, para 39.16	Within your organisation, how do you ensure effective communication with the Client, other Stakeholders and Third Parties?	6.16											
Bklt 1, para 39.17	How does your organisation identify risks to which your Employees and others are exposed? Please demonstrate how this is mitigated, managed and communicated	6.17											
Bklt 1, para 39.18	Tenderers shall demonstrate how they will ensure the competence of their sub-contractors and how they will ensure that they comply with their Organisation's and MoD's requirements?	6.18											
	SECTION 7: DECLARATIONS												
Bklt 1, para 40.1	Confirmation that we understand the exact nature of the sites and the likely conditions affecting the sites	7.1											
Bklt 1, para 40.2	Statement signed at Director level to the effect that the work will be managed in accordance with the Company's QMS and documentation	7.2											
Bklt 1, para 40.3	Statement signed at Director level to the effect that you are tendering for and able to deliver the complete service	7.2											
Bklt 1, para 40.4	Statement signed at Director level to confirm that any partnering contractor(s) and/or core service or specialist subcontractor(s) you intend to use for the contract have the necessary expertise in their discipline	7.2											
Bklt 1, para 40.5	Statement signed at Director level to confirm that the information provided in your tender is correct	7.2											

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
	SECTION 8: MOBILISATION PROGRAMME												
Bklt 1, para 41	Mobilisation programme showing how they intend to organise their arrangements and ensure the smooth installation of staff. This should include bar charts depicting the particular activities such as manning of the Contract Team, interface with the Theatre Designated Officer (TDO) and FM, production of Planned Preventative Maintenance Charts and management information reports together with the timescales for completion	8.1	Technical Clarifications No 1 dated 15 Apr 2011	Clarify what you will do through mobilisation to adapt to the requirements of the new contract.	A7 – Mobilisation An expansion of our activities to adopt new requirements during Mobilisation is provided as Attachment Seven	1	2	3	4	5	6	7	8
	SECTION 9: ADDED VALUE QUESTIONS												
	Value for Money - IRL	9.1											
Bklt 1, para 42	How do you propose to seek best value for the Authority by balancing repairs arising from planned maintenance against the option of asset replacement that may offer a more cost effective means of preserving the service provided by the equipment in question? Give examples of your experience of the application of your proposal in practice. Explain what part the Authority is required to play to ensure your proposal can work in practice?	9.1.1											
Bklt 1, para 43	Describe how you will manage your workforce/supply chain to make cost effective repairs identified as part of the planned maintenance regime but are valued in excess of the Inclusive Repair Limit (IRL). Illustrate from your own experience how your approach has been successful	9.1.2											
Bklt 1, para 44	What mechanisms will be put in place to identify if subsequent Help Desk Occurrences result from ineffective initial repairs	9.1.3											
	Continuity of Service During Transition	9.2											
Bklt 1, para 45	Provide a resourced plan that ensures that customer service does not diminish during the transition period at the start of the Contract. Describe how you will measure performance during this period												

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
	Commitment to Collaborative Working	9.3											
Bklt 1, para 46	Provide evidence of how you have established and maintained collaborative relationships with your suppliers and employing authorities. Confirm the criteria used to select your supply chain. Please also explain how you will manage them to ensure correct behaviours and how you will deal with any associated issues that impact on the level of service delivery required or achievement of VfM. Illustrate your answer with evidence of tangible benefits you have gained through collaborative working	9.3.1											
Bklt 1, para 47	Provide an indication of how your HR policy and processes will align with the overarching system of military discipline under which you will be required to operate	9.3.2											
	Commitment to Sustainable Development	9.4											
Bklt 1, para 48	In no more than 3,000 words, provide an indication of the measures that you will put in place to conserve power, water and fuel usage across the sites covered by the contract. Additionally, this submission should address how you intend to minimise the carbon footprint of your logistics operation and how you will minimise the production of waste.												
	Statutory Compliance	9.5											
Bklt 1, para 49	Given the importance of achieving statutory compliance provide an illustration, in no more than 2,000 words, of how you will contribute to the management of statutory compliance within the Contract. Provide examples of your contribution in support of this subject from experience on similar contracts. What system will you put in place to identify shortfalls in statutory compliance? How will your operatives be trained to observe and report shortcomings in statutory compliance to the Authority as part of their day to day activities?	9.5.1											
Bklt 1, para 50	Provide a detailed explanation, in no more than 2,000 words, of how you will manage the inspection, test and maintenance processes and activities to ensure compliance with:	9.5.2											
Bklt 1, para 50.1	Lifting Operations and Lifting Equipment Regulations 1998 (LOLER)	9.5.2.1											

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
Bklt 1, para 50.2	Provision and Use of Work Equipment Regulations 1998 (PUWER)	9.5.2.2											
Bklt 1, para 50.3	Electricity at Work Regulations 1989	9.5.2.3											
Bklt 1, para 51	Provide a detailed explanation, in no more than 2000 words, of how you will ensure compliance with Safe Systems of Work	9.5.3	KBR email dated 21 April 2011 (14:15)	N/A	KBR submitted an incorrect version of this question with its tender; as revised version is included at Attachment Eight								
	Efficiency	9.6											
Bklt 1, para 52	Explain how you intend to manage and empower your workforce to carry out tasks in an efficient manner. This should address areas such as levels of authority (including in-theatre financial delegation and empowerment to order materials without recourse to Head Office), specific equipment, site specific security implications and constraints etc. Describe how you intend to carry out a periodic assessment of the efficient delivery of the service.												
	High Profile Incidents	9.7											
Bklt 1, para 53	In no more than 3,000 words provide details of how you will manage and contain high profile incidents, failures in service or materialising risk issues within this Contract including when and how the Authority will be engaged to ensure there are no surprises for the DE part of the team												
	Contractual Issues	9.8											
Bklt 1, para 54	In no more than 2,000 words give examples of how you have effectively managed, resolved and/or prevented adverse issues on similar contracts. Describe how you propose to manage a contractual issue that arises without adverse impact on the day to day operation of the Contract.												
	Asset Consolidation Team (ACT)	9.9											
Bklt 1, para 55	Provide a methodology, to the following hypothetical scenarios, to demonstrate a full understanding of the application of the pricing schedule, including details of any assumptions made:												

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
Bklt 1, para 55.1	Scenario 1. Camp 259 is a 250-man ITC camp in BSN 1…	9.9.1											
Bklt 1, para 55.2	Scenario 2. Camp 509 is a 500-man TDA camp…	9.9.2											
Bklt 1, para 55.3	Scenario 3. An existing Tactical Base (TB)...	9.9.3											
	Prefabricated Buildings	9.10											
Bklt 1, para 56	Provide a methodology, to the following hypothetical scenarios, to demonstrate a full understanding of the application of the all-inclusive pricing schedule in Booklet 5, including details of any assumptions made												
Bklt 1, para 56.1	Scenario 4. The TUAV Bty at BSN Airfield requires a new Ops Room/Planning Facility…	9.10.1											
Bklt 1, para 56.2	Scenario 5. A further upgrade to an existing TB (Scenario 3, Para. 51.3) requires a double cabin solution...	9.10.2											
Bklt 1, para 56.3	Technical Working Environment (TWE) Shelters	9.11											
Bklt 1, para 57	Scenario 6. The Joint Helicopter Force (Afghanistan) (JHF(A)) has requested a 25m Rapid Erect Shelter (RES) be relocated from BSN Airfield to GSK…Provide a methodology to deliver this requirement, demonstrating a full understanding of the application of the all-inclusive pricing schedule in Booklet 5, including details of any assumptions made.												
	Asset Register Change Mechanism (ARCM)	9.12											
Bklt 1, para 58	Provide a methodology to support a Contract Amendment, for each of the following hypothetical scenarios, to demonstrate a full understanding of the application of the ARCM (additions and deletions), including details of any assumptions made												
Bklt 1, para 58.1	Scenario 1. The 250 occupants of Camp 259 (Scenario 1, Para. 51.1) are to be accommodated in the existing Tier 2 living accommodation in BSN	9.12.1											

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
	1…												
Bklt 1, para 58.2	Scenario 2. Camp 509 and the associated AM2 Matting (Scenario 2, Para. 51.2) have now been completed. The Asset Register needs to be adjusted to reflect the changes made.	9.12.2											
Bklt 1, para 58.3	Scenario 3. The improving security situation around an existing TB…	9.12.3											
Bklt 1, para 58.4	Scenario 4. A new Ops Room/Planning Facility for the TUAV Bty at BSN Airfield (Scenario 4, Para. 52.1) is due to be handed over…	9.12.4											
Bklt 1, para 58.5	Scenario 5. A RES from BSN Airfield has been re-located to GSK …	9.12.5											
	Schedule of Rates (SoR)	9.13	KBR email dated 21 April 2011 (14:15)	N/A	KBR submitted an incorrect version of this question with its tender; as revised version is included at Attachment Nine								
Bklt 1, para 59	Response Maintenance and Minor New Works up to £30K will be valued using the PSA SoR for Building Works 2009, Electrical Services 2006 and Mechanical Services 2006. Using these SoR provide a methodology for the works necessary to make good the following maintenance scenarios and complete the minor new works, including the planning timeline to complete the tasks and provide details of all assumptions made												
Bklt 1, para 59.1	Various S.O.R.	9.13.1											
Bklt 1, para 59.1.1	Scenario 1. Following a response maintenance task to make the installation safe…	9.13.1.1											
Bklt 1, para 59.1.2	Scenario 2. A failure of a 15kW split air conditioning installation unit in the BSN Hospital pathology lab has been traced to a faulty external evaporator unit…	9.13.1.2											
Bklt 1, para 59.1.3	Scenario 3. A recent maintenance inspection on the water distribution system at Cambridge Lines, KAF has identified damage to the supply pipe…	9.13.1.3											

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
Bklt 1, para 59.2	Electrical Services SoR	9.13.2											
Bklt 1, para 59.2.1	Scenario 1. A 30A maximum demand, 400V, three phase and neutral power supply...	9.13.2.1											
Bklt 1, para 59.2.2	Scenario 2. A 40A maximum demand, 230V, single phase power supply is required to a prefabricated Ops Room in GSK…	9.13.2.2											
Bklt 1, para 59.2.3	Scenario 2. A 40A maximum demand, 230V, single phase power supply is required to a prefabricated Ops Room in GSK…	9.13.2.3											
Bklt 1, para 59.3	Mechanical Services SoR	9.13.3											
Bklt 1, para 59.3.1	Scenario 1. A Statement of Requirement has been issued to provide a suitable environmental control unit (heating and cooling) for a BSN based prefabricated building…	9.13.3.1											
Bklt 1, para 59.3.2	Scenario 2. The external utility services are to be connected to 3 No Toilet Combination Units (TCU)…	9.13.3.2											
	Contract Improvements	9.14											
Bklt 1, para 60	In no more than 3,000 words summarise your strategy for ensuring continuous improvement within the contract supported by a plan showing how you will improve the efficiency of this Contract and outlining the mutual benefits of any improvement. Please provide evidence demonstrating where application of this strategy in other similar contracts has been successful, including recording any financial benefits												
	Mission Critical Tasks	9.15											
Bklt 1, para 61	DE places a high emphasis on supporting our customers, particularly for mission critical tasks and those activities directly in support of such tasks. Describe how you intend to work with DE to instil a customer orientated “ethos” that would respond appropriately to mission critical tasks and supporting activities												

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
	Technical Experience	9.16											
Bklt 1, para 62	Give examples to illustrate your recent experience of providing the following services:	No response											
Bklt 1, para 62.1	Carrying out planned maintenance activities and associated repairs	9.16.1											
Bklt 1, para 62.2	Making repairs to faults, including emergencies, reported through a Help Desk facility	9.16.2											
	Site Specific Challenges	9.17											
Bklt 1, para 63	The Contract includes a wide variety of assets and facilities over a number of locations, each with their own particular environments. Identify the challenges you foresee specific to each of the Main Operating Bases (MOB) at BSN, GSK, KAF, KBL and LKG, and also the unique challenges you will encounter working on Tactical Bases (TB). Provide details of how you would assess and address these challenges												
	Masts and Towers - Working at Height (WaH)	9.18											
Bklt 1, para 64	Explain how you will manage and coordinate your WaH activities in theatre. Also, should the security situation dictate that it is too dangerous to climb, explain how you would undertake the required Professional Structural Appraisals in accordance with the requirements at Schedule A – Professional Structural Appraisals												
	Resource Planning	9.19											
Bklt 1, para 65	Provide a detailed explanation, in no more than 2,000 words, of how you will manage the resource availability profile during times of leave, absence and sickness to ensure that suitable and adequate is cover is maintained to ensure business continuity. The explanation should clearly articulate proposed working hours, team rosters, leave profiles, etc, to meet this requirement.												

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
	Works outside the scope of the SoR	9.20											
Bklt 1, para 66	Works below the £30K Threshold Value will be priced against the relevant PSA Schedule of Rates (SoR). Inevitably, there will be Works Services (or elements of Works Services) that cannot readily be valued using the SoR. Provide a detailed proposal, in no more than 2,000 words, of how you would calculate the value of such out of scope works. Your response should include all assumptions made and clearly outline any Authority actions, agreements endorsements etc. needed												
	Additional Value Added Questions	Technical	Clarifications No 2 dated 20 May 2011										
				DP 2 Operation and maintenance. During a 3 monthly inspection of a TCU the B&PS Engineer notices a pressure gauge has been broken and a cover plate is missing, which he suspects is due to vandalism or tampering. He also observes that the TCU is in a particularly poor state of repair and reports the following faults: a. Floor flooded from what looks like a cracked shower tray. • 2 x Shower poles and curtains missing. • 4 x Towel/Coat hooks missing. • 2 x Mirrors missing and one cracked. • 2 x Toilet doors loose and 3 have missing locks. • 1 x Sink coming away from wall. • 1x Soap dispenser on floor and brackets missing. • Main door hanging off its	Please see Attachment Ten									

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
				hinges. b. He also notes that there is no step provided to the TCU although the door threshold sits 480mm above the outside ground level. The other 5 TCUs in the same row are in a similar state of repair and none have steps. c. Describe in detail your follow up action including a demonstration of your understanding of the use of the IRL in this case or similar circumstances d. All assumptions must be clear and the cost broken down (show working). Your response must be combined technical and commercial in nature. The role and responsibilities of the ISP(A) and the Authority must be expressed.								
				DP 3 Response Maintenance and New Works **3(a) Self Delivery Mechanism.** a. The helpdesk received a report stating that the ground to the area behind the new gymnasium was flooded and upon inspection it became apparent that the problem was due to a blocked V' ditch. It appears that a vehicle has hit a concrete wing wall causing the culvert to collapse and the culvert pipe is blocked with debris. This has also resulted in a 30m section of Mil 1 Hesco being undermined, which is now dangerously close to collapsing into the V' ditch. The pooling to the northern side of the area (50 x 40m) appears to be a result of surface water run-off from the gymnasium roof which then collects in a depression which has nowhere to drain to. b. Describe your suggested solution, demonstrating your understanding of the self delivery mechanism (SDM) of Response Maintenance and Minor New Works activities up to £30K.	Please see Attachment Eleven								

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
				c. All assumptions must be clear and the cost broken down (show working). Your response must be combined technical and commercial in nature. The role and responsibilities of the ISP(A) and the Authority must be expressed. **3(b) Ordered Works £30 – £250K.** a. The Post Office at KAF has failed at audit and the following modifications are now required: • Removal of 25m of internal partition walling to provide an open plan mail sorting area (8m x 12m). • Construction of partitions to form 3 internal offices. • Replacement of the current temporary counter with a purpose made counter c/w with access hatch and lockable shutters. • Security bars required to 6No windows. • Widening of single rear door to provide double door access. • Construction of a purpose made vehicle loading and unloading bay for hand • transfer of mail sacks (bags are currently carried up the timber steps to the rear door). • Flooring, decoration and extra sockets and lighting as necessary. b. Provide a clear and detailed strategy of how you would approach this task, demonstrating your understanding of roles and responsibilities under the contract. Describe how you could offer savings and VFM over the traditional UK Wks Gp WCO procurement	Please see Attachment Twelve							

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
				route, should the project come in at £295K. c. All assumptions must be clear and the cost broken down (show working). Your response must be combined technical and commercial in nature. The role and responsibilities of the ISP(A) and the Authority must be expressed									
				DP5 Asset Consolidation Team (ACT). Camp 259 is a 250 man ITC camp in BSN 1 with basic Hesco force protection between tents. The camp is to be relocated to provide surge accommodation at Camp STR in Kabul. The camp at STR must include similar force protection provision. The proposed area allocated for the camp is relatively level although it will require a degree of earthworks and surface preparation in some areas. Provide a comprehensive method statement, which makes clear reference to the roles and responsibilities of each party under the contract and which should include, but should not be limited to the following: • Ensure compliance with the SOR. • Scope of works which details the sequence and methodology of the following: Dismantling, storing, moving and erecting ITC components. • Ground preparation. • Generator bases. • Drainage ditches, culverts, access routes. • Walkways and ditch crossings. • Pits and ducts.	Please see Attachment Thirteen								

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
				• Communal and recreation areas. • Electrical and mechanical installation. • Testing, commissioning and handover processes including the responsibilities of each party under the contract. • Applicable standards to be adhered to and how to ensure compliance. • Health and Safety, SSW and CDM responsibilities. • How to ensure quality assurance of this specific task. • How you intend to resource the work and a logistical plan for this specific task. • How repairs and replacement parts are sourced. • What is done to the subsurface mechanical and electrical service at the BSN1 Camp when the camp is stripped out. • Price breakdown must include: o A cost for removing the camp but not the HESCO. o A cost for removing the camp including removal of HESCO. o A cost for emplacing the camp at the new site but not the HESCO. o A cost for emplacing the camp at the new								

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
				site including the HESCO. All assumptions must be clear and the cost broken down (show working). Your response must be combined technical and commercial in nature. The role and responsibilities of the ISP(A) and the Authority must be expressed									
				DP7 Prefabricated Buildings. A 'cabin based' visitors briefing facility is required urgently at the BSN MEP. The requirement is for 8 x cabins of which 2 will be offices, with the remaining 6 configured as an open plan area. Air conditioning will be required throughout and a TCU will need to be placed nearby. The area allocated is fairly level but will require a small degree of earthworks and some drainage. The area is prone to flooding and therefore the cabins will need to be placed onto raised foundations with duckboard surrounds and dust suppression to the vehicle parking areas. The nearest feeder pillar is located approximately 150m away although at present there are no spare ways. Force protection will also be required. a. Provide a detailed methodology, which demonstrates a thorough understanding of the pricing schedules for each element of the task, and which clearly states the roles and responsibilities of all parties under the contract. All assumptions must be clear and the cost broken down (show working). Your response must be combined technical and commercial in nature. The role and responsibilities of the ISP(A) and the Authority must be expressed. The issue here is that we need to gain an understanding of anything	Please see Attachment Fourteen								

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
				which you consider to be outside the phrase " fully integrated service"									
				DP8 Technical Working Environment. The existing JHF(A) Clam-Shell stores facility is to be relocated to a position 300m South of its current location to make room for the new Z Ramp. The Clam-Shell has a PVC panel interlocking floor although it is estimated that up to 20% of the panels may be damaged and unsuitable for re-use. The stores office cabin located inside the building will also need to move and will require comms connections and a power supply for PC terminals. The area allocated is relatively flat although will require some levelling and the entrance to the store will require a concrete pad to prevent damage from slewing MHE. Provide a detailed methodology, which demonstrates a thorough understanding of the pricing schedules for each element of the task, and which clearly states the roles and responsibilities of all parties under the contract. The methodology should include, but is not limited to the following: • Ensure compliance with the SOR. • Scope of works which details the sequence and methodology of the following: • Dismantling, storing, moving and erecting the buildings. • Ground preparation. • Concrete areas. • Drainage ditches, culverts, access routes. • Pits and ducts.	Please see Attachment Fifteen							

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
				• Electrical and mechanical installation. • Testing, commissioning and handover processes including the responsibilities of each party under the contract. • Applicable standards to be adhered to and how to ensure compliance. • Health and Safety, SSW and CDM responsibilities. • How to ensure quality assurance of this specific task. • How you intend to resource the work and a logistical plan for this specific task. All assumptions must be clear and the cost broken down (show working). Your response must be combined technical and commercial in nature. The role and responsibilities of the ISP(A) and the Authority must be expressed. The issue here is that we need to gain an understanding of anything which you consider to be outside the phrase “integrated standalone capability”								
				General Scenario (Major Change). The Authority perceives the vast majority of tasks which would be expected of the ISP(A) are included within the DPs. Indeed it is expected that anything other would be complex, contentious or of a scale which would lead it to be delivered by the UK Wks Gp RE (A) through the WCO and therefore outside the remit of the ISP(A) The opportunity is provided here for the bidders to express a scenario which they feel would fall within the remit of the ISP(A) but by its nature	KBR welcomes the reference to Major Change in recognition of the potential for change to the ISP(A) Contract itself which was complex or of significant scale. In such instances, including for example the closure of a significant base etc, KBR would prefer to assess the implications by reference to the actual cost impact of the change. In this manner, the Authority and KBR would be treated equitably. In response to the specific question posed by the Authority, KBR suggests that the PAT Testing requirement that has recently been identified in relation to the existing contract could be viewed as a scenario would fall within the remit of the ISP(A) but by its nature does not fall neatly within the DPs as defined and therefore the prices supplied. In reference to this illustration, KBR has sought to address the five points raised by the Authority’s question: -								

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8
				does not fall neatly within the DPs as defined and therefore the prices supplied. Bidders are to express clearly: • The scenario. • Why it is within the remit of the ISP(A) • Why it does not fall within the DPs.. • What your proposed solution would be? What pricing mechanism would be used? The scenario should include a priced example	• *The scenario.* Concern was raised from a safety standpoint over the need to ensure that Portable Electrical Equipment in use in theatre complies with the relevant legislation. This is of particular importance given the nature of the accommodation in theatre and the potential for serious consequences should faulty equipment give rise to a fire or other serious event. • *Why it is within the remit of the ISP(A)* ISP(A) will be responsible for the standard of the electrical distribution system installed and is required to provide suitably trained electricians to achieve this. Furthermore, the PROM 2 system provides an accurate data handling capability and ISP(A) personnel are well placed to identify equipment that has not been labeled as being PAT compliant. • *Why it does not fall within the DPs.* Portable appliances are not within the scope of the contract and do not feature on the asset register. • What your proposed solution would be? KBR proposes that the ISP(A) provides a small team tasked with undertaking the required PAT compliance work and that the Requirements Document and Pricing Schedules be amended accordingly. • *What pricing mechanism would be used? The scenario should include a priced example.* Given the frequent turnover of Authority personnel in theatre, the task of testing portable electrical appliances represents an on-going activity and therefore KBR suggests an annual Firm Lump Sum either standalone or incorporated within the existing pricing items for DP2 and payable on a 28day frequency as for other similar sums under the Contract. The annual price for Year 1 in respect of this activity - based upon the scope and resourcing identified in relation to our discussions under the current ISP(A) Contract but reflecting the rates etc contained in the KBR tender for the new ISP(A) Contract would be built up as set out below, (indicative figures only): -							

Description	Quantity	Annual Price (£)	Total Price (£)
Other Costs			
UK Based Labour	Item	£9,000	£9,000
Admin, Comms,	Item	£30,500	£30,500

Route Map

ITT Reference	Question	KBR Section / Booklet 3A Reference	Clarification Reference	Clarification Question	Clarification Response	Delivery Package							
						1	2	3	4	5	6	7	8

IT etc

Clothing	5 of	£250	£1,250
Vehicle	1 of	£16,000	£16,000
Toolkit	2 of	£120	£240
Testing Equipment	5 of	£1,200	£6,000
PAT Labels	1 of	£7,500	£7,500
Bedding	5 of	£200	£1,000
Sub-Total			*£71,490*
Overhead		5.00%	£3,574.50
Profit		5.75%	£4,110.68
Total Other Costs			**£79,175**

Labour

Electrician	5 of	£8,333	**£41,665**

Total Indicative Annual Charge (Year 1)	**£120,840**

Naturally, such a pricing activity would in practice cover all relevant years of the Contract, be linked to a Statement of Work agreed between the Authority and KBR, clarity on the various Contract options chosen by the Authority and a corresponding list of KBR assumptions

Route Map

Attachment One

This Attachment provides a set of revised organisation charts for delivery of the PC ISP(A) service. The charts have been revised from those submitted with KBR's original bid to reflect the additional information requested by the Authority at General Clarification No 2 question 1. This additional information is:

- Whether the post is 100% full time or a reduced percentage part-time post. In some cases the percentage changes over the life of the contract and in which case the percentage is quoted as 'X% reducing to Y%'.
- Whether the post is filled by a UK National, TCN or LRW; this is identified both by colour code and scripted within the box for the post
- Which DP the post is allocated to and where the post is split between DPs the percentage to each DP. In Figure 3 (Bastion O&M) all staff are allocated to DP2 100% except the Vehicle Mechanics which are DP1 100%; due to the number of staff at Camp Bastion there is insufficient space to mark each individual post with the DP to which it is allocated
- For key posts the KBR nominee is identified, the qualifications for each key post nominee is provided at Attachment B

The following organisation charts are included within this Attachment A:

Route Map

TO PROGRAMME MANAGER
FIGURE 11 - 'OUT OF THEATRE ORGANISATION'

In-theatre Service Delivery Manager [redacted]

Camp Bastion and Camp Tombstone on-site Delivery Teams
FIGURE 3

UK Nat	20
TCN	58
LRW	64
Total	**142**

Kabul on-site Delivery Team Inc Camp Souter, Camp Taipan, KAIA and ISAF HQ
FIGURE 4

UK Nat	7
TCN	9
LRW	8
Total	**24**

KBR PC ISP(A) In-theatre Management Organisation (Including Client Interface)
FIGURE 2

UK Nat	10
TCN	13
LRW	2
Total	**25**

Kandahar on-site Delivery Team
FIGURE 5

UK Nat	5
TCN	8
LRW	6
Total	**19**

Lashkar Gah on-site Delivery Team
FIGURE 6

UK Nat	4
TCN	7
LRW	6
Total	**17**

Pre-fabricated Buildings , TWE Shelters & ACT Teams
FIGURE 7

UK Nat	7
TCN	11
LRW	31
Total	**49**

Ordered Works Team plus Asset Management Team
FIGURE 8

UK Nat	3
TCN	5
LRW	0
Total	**8**

Gereshk and FOBs on-site Delivery Teams
FIGURE 9

UK Nat	6
TCN	11
LRW	7
Total	**24**

Logistics Team
FIGURE 10

UK Nat	3
TCN	12
LRW	9
Total	**24**

Manpower Totals:

UK Nat	63
TCN	135
LRW	133
Total	**332**

Note: FM's Administration Clerk optional, not included in requirement and not included in totals.

Figure 1 - Outline In-theatre Organisation Map

Bastion based operations

Route Map

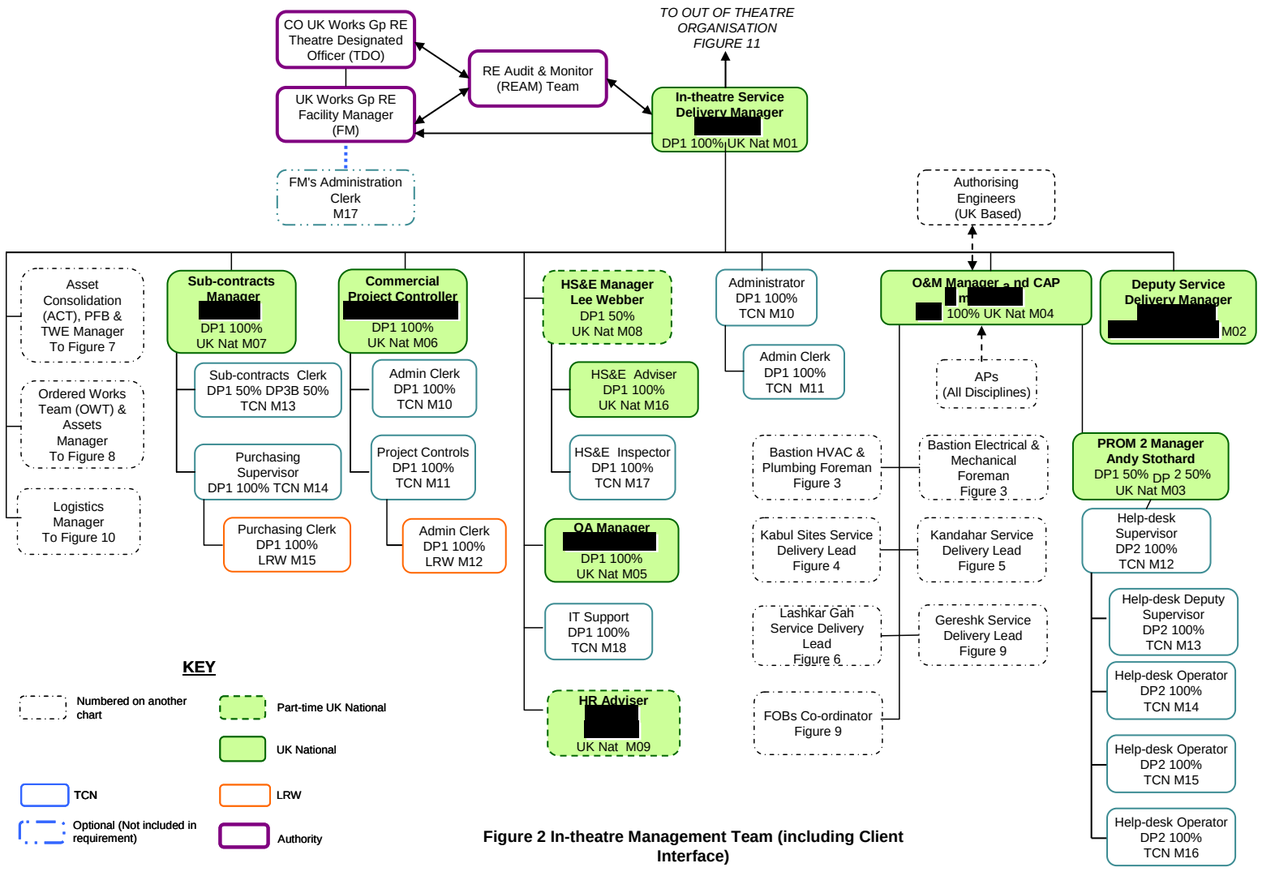


Figure 2 In-theatre Management Team (including Client Interface)

Route Map

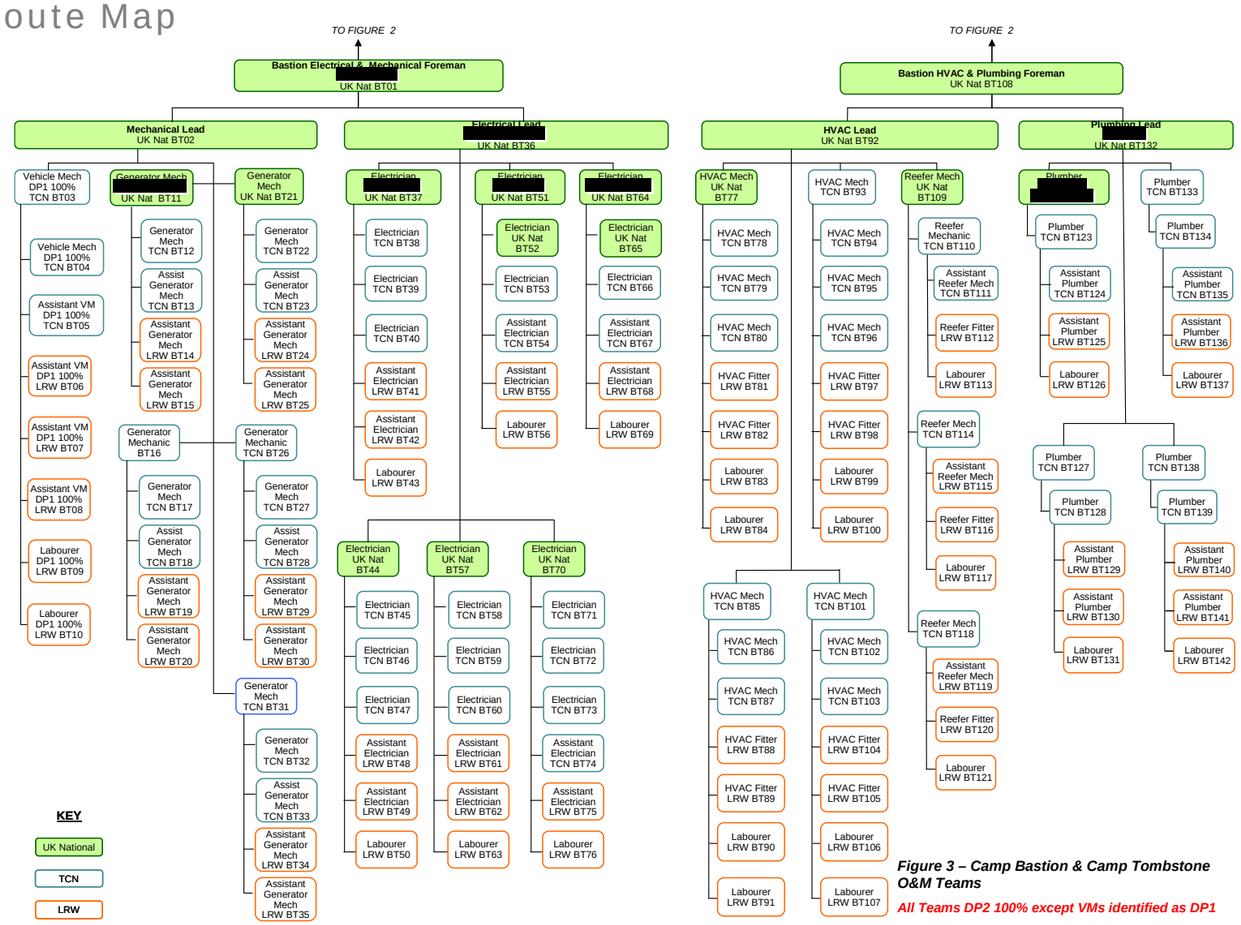


Figure 3 – Camp Bastion & Camp Tombstone O&M Teams

All Teams DP2 100% except VMs identified as DP1

Route Map

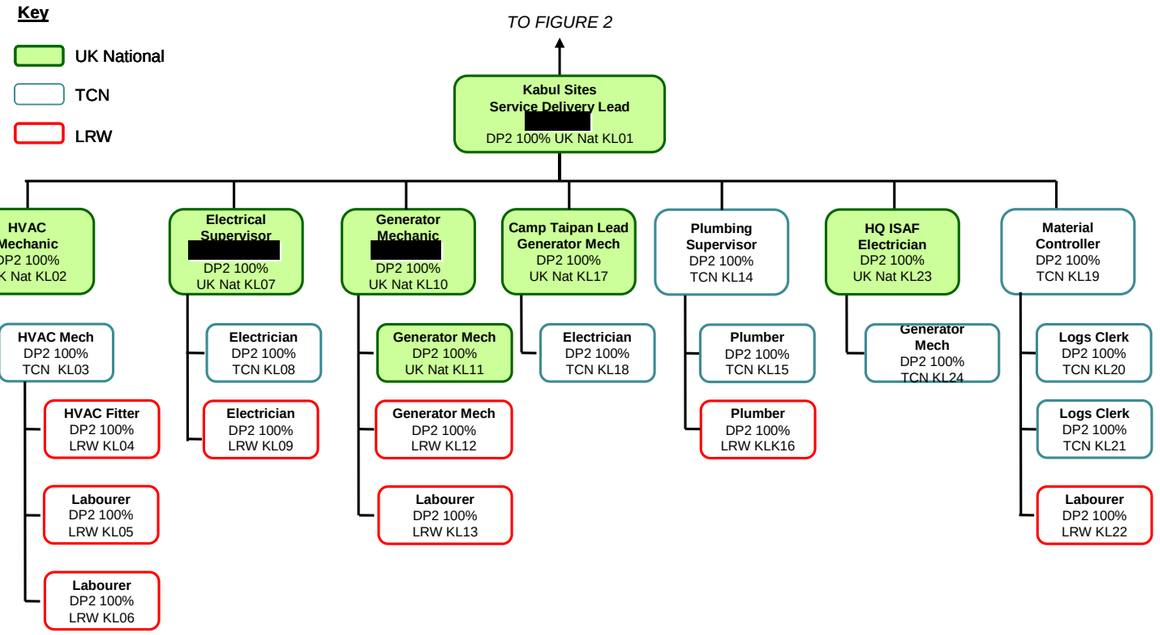


Figure 4 – Kabul On-site Delivery Teams

Route Map

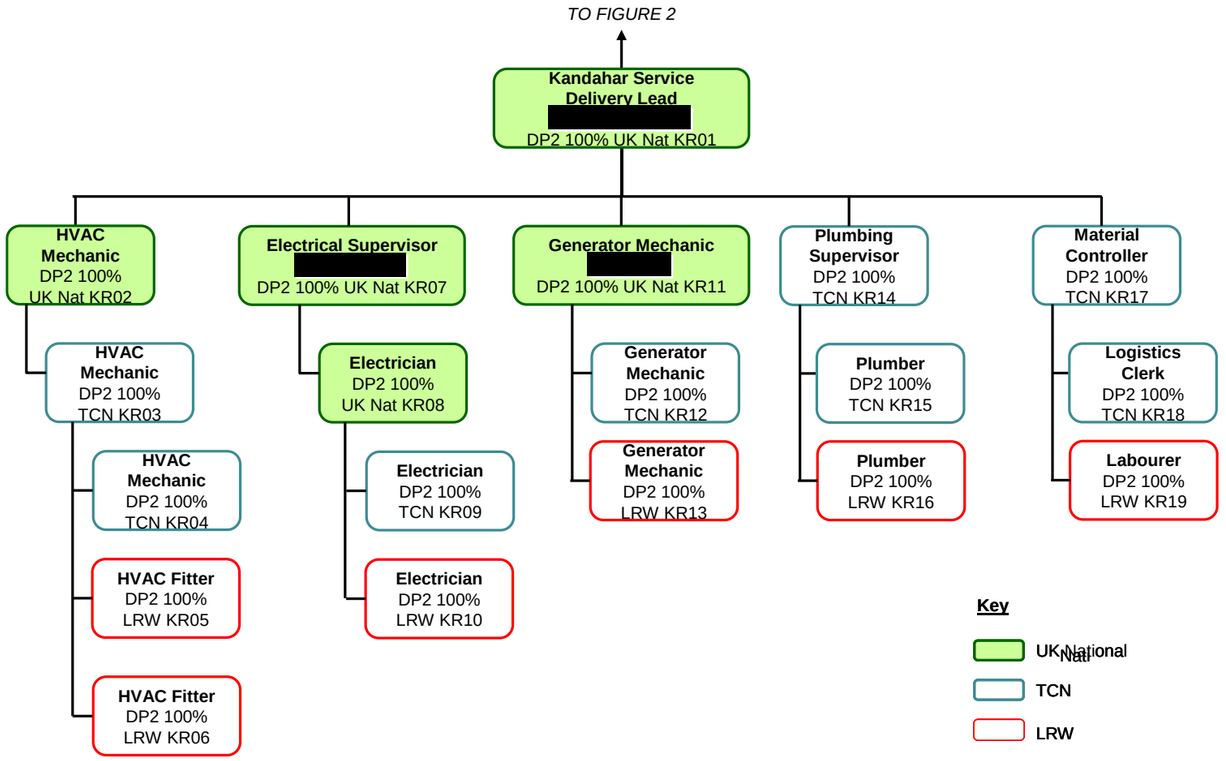


Figure 5 – Kandahar On-site Delivery Teams

Route Map

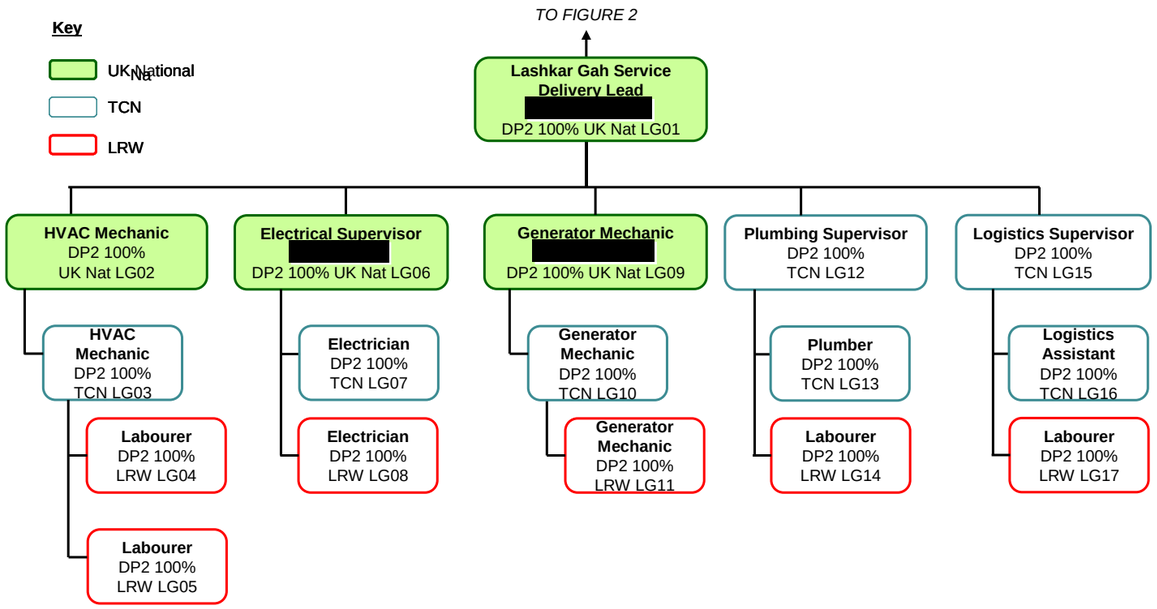


Figure 6 – Lashkar Gah On-site Delivery Teams

Route Map

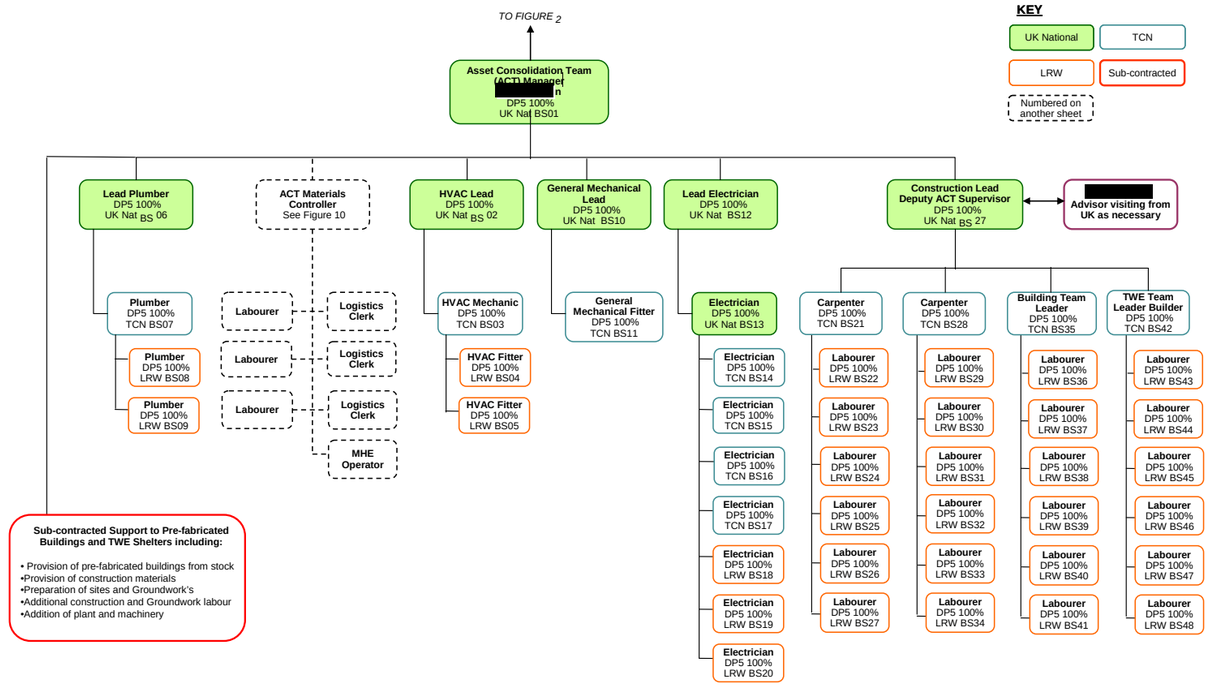


Figure 7 – Pre-fabricated Buildings, TWE Shelters Delivery Team & Asset Consolidation Team

Route Map

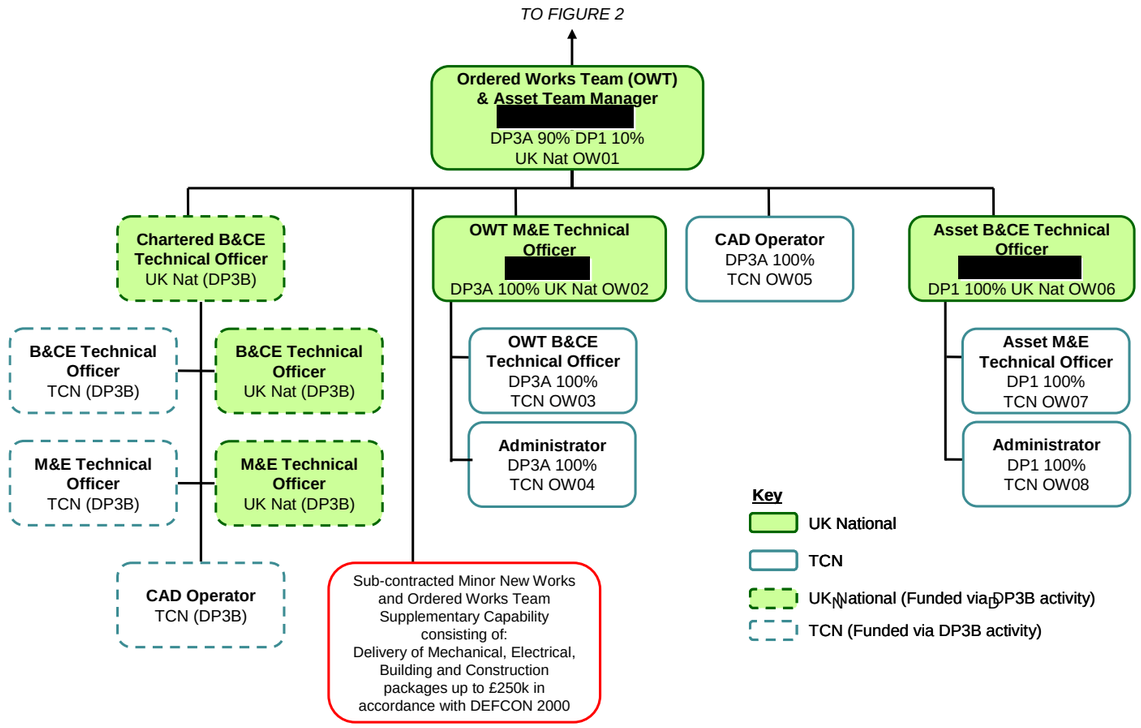


Figure 8 – Ordered Works and Asset Management Teams

Route Map

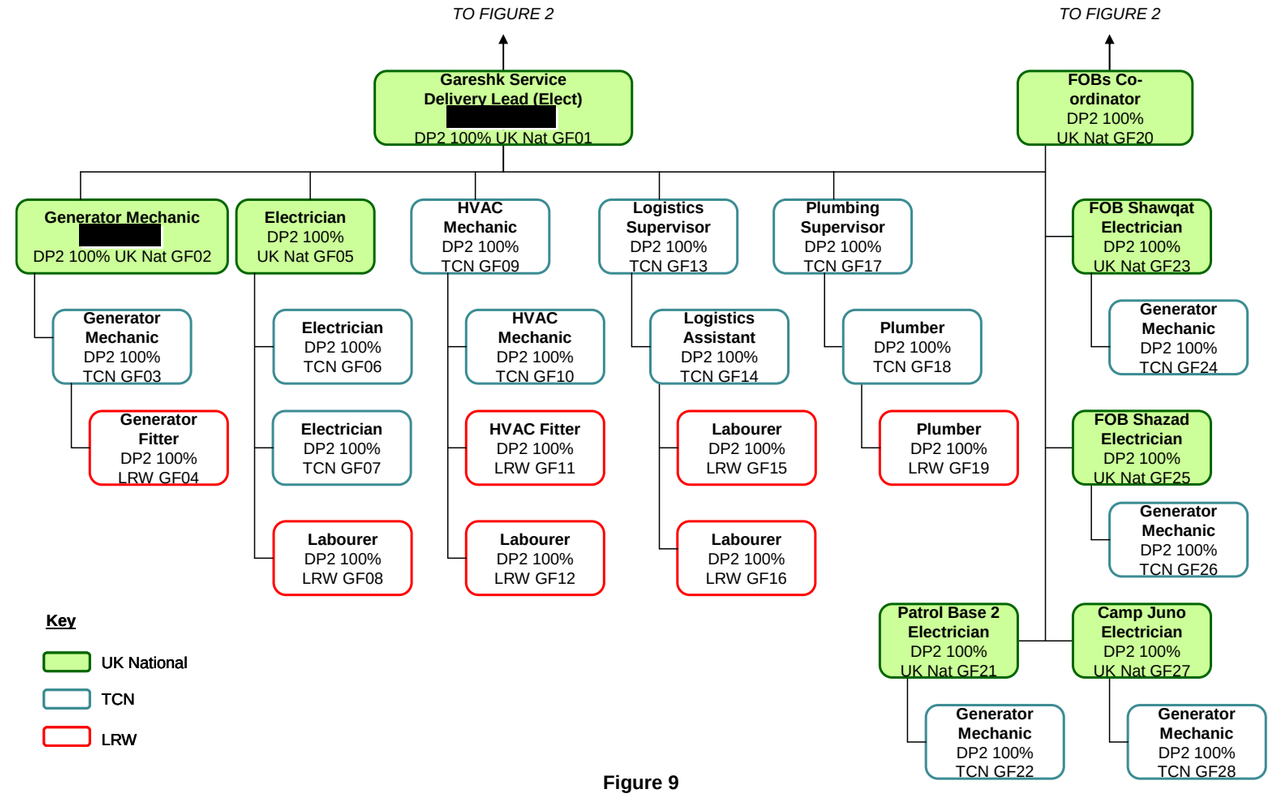


Figure 9

Gareshk and FOBs On-site Delivery Teams

Route Map

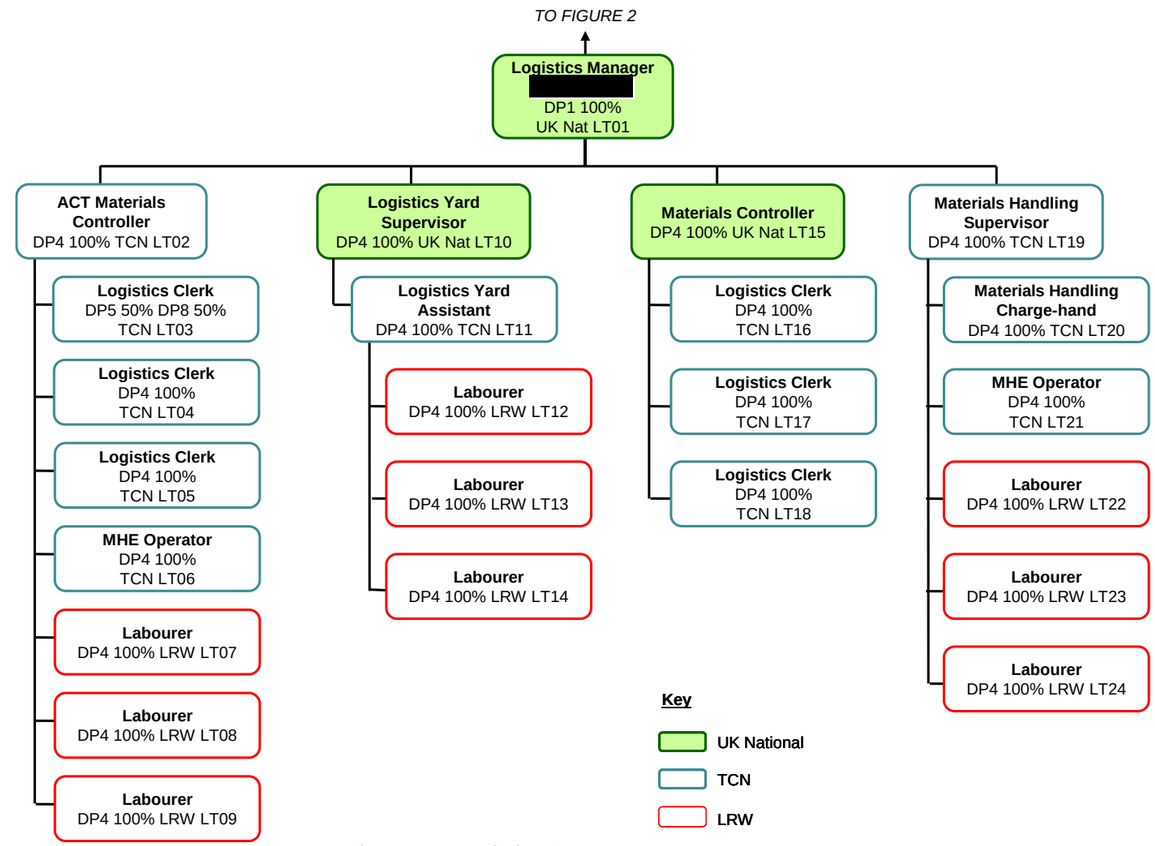


Figure 10 – Logistics Team

Route Map

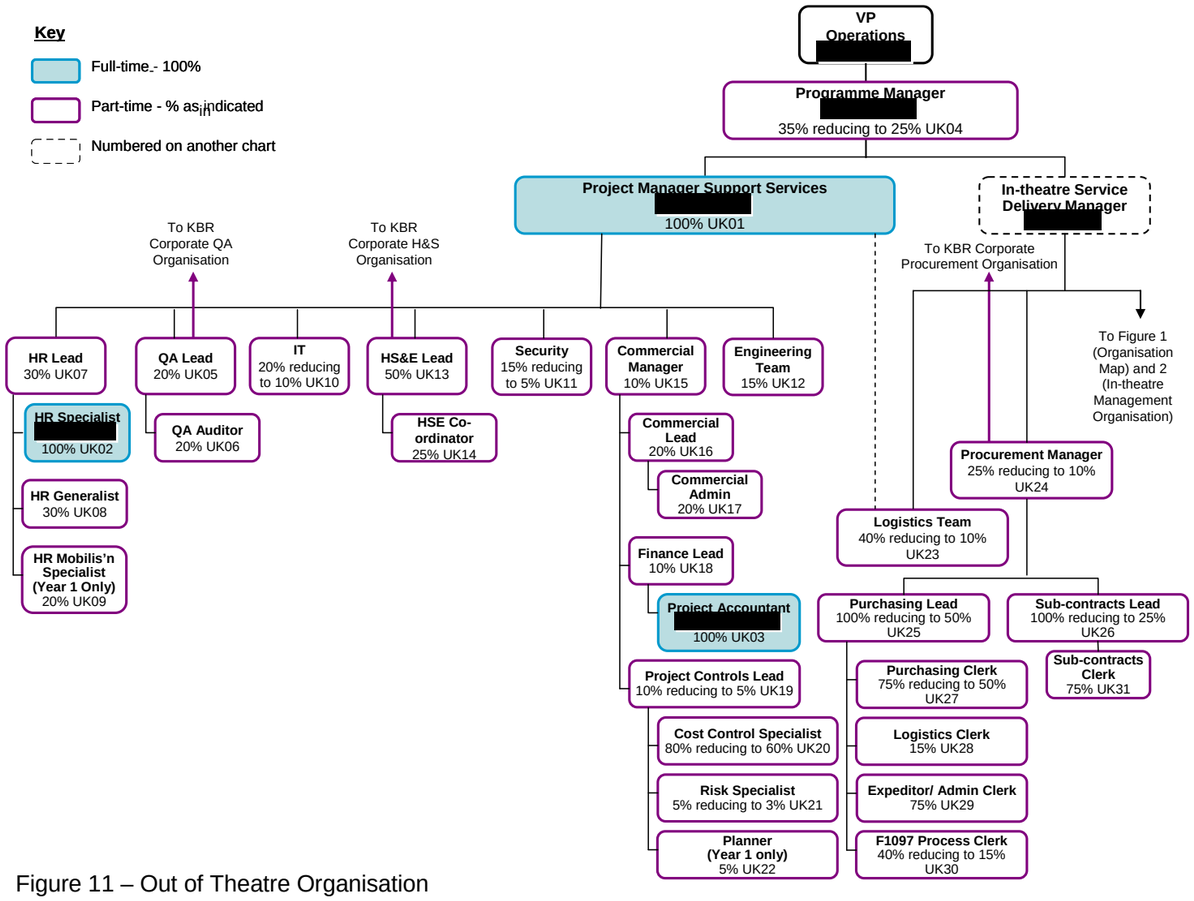


Figure 11 – Out of Theatre Organisation

Route Map

Attachment Two

This Attachment provides a list of the key personnel responsible for the delivery of the PC ISP(A) contract. These personnel are segregated by site, and in the case of Camp Bastion sub-divided to indicate the work section to which they are nominally attached.

The list of key personnel covers the KBR management team, the service delivery leads for each site and the Authorised Persons (APs). Each post is identified by an unique ID code from the relevant organisation chart and provides the KBR nominee for the post, the category of the nominee and the qualifications held.

Management Team based at Camp Bastion (Figure 2)			
ID	Nominee	Category	Qualification
M01	[redacted]	Professional	[redacted]
M02	[redacted]	Senior Technician	[redacted]
M03	[redacted]	Senior Administration	[redacted]
M04	[redacted]	Senior Technician	[redacted]
M05	[redacted]	Senior Administrator	[redacted]
M06	[redacted]	Senior Administration	[redacted]
M07	[redacted]	Senior Administration	[redacted]
M08	[redacted]	Senior Administration	[redacted]
M09	[redacted]	Professional (CIPD)	[redacted]
Bastion O&M Team (Figure 3)			
BT01	[redacted]	Technician	[redacted]
BT02	[redacted]	Technician	[redacted]
BT37	[redacted]	Senior Technician	[redacted]
BT51	[redacted]	Technician	[redacted]
BT11	[redacted]	Technician	[redacted]
BT122	[redacted]	Technician	[redacted]
BT132	[redacted]	Technician	[redacted]
BT64	[redacted]	Technician	[redacted]
Bastion PFB, TWE & ACT (Figure 7)			
BS01	[redacted]	Technician	[redacted]

Route Map

Bastion Ordered Works & Asset Management (Figure 8)			
OW01	[redacted]	Professional (Chartered Surveyor)	[redacted]
OW02	[redacted]	Technician	[redacted]
OW06	[redacted]	Technician	[redacted]
Bastion Logistics Team (Figure 10)			
LT01	[redacted]	Senior Administration	[redacted]
Kabul Team – Camp Souter, Camp Taipan KAIA & HQ ISAF (Figure 4)			
KL01	[redacted]	Technician	[redacted]
KL07	[redacted]	Technician	[redacted]
KL10	[redacted]	Technician	[redacted]
Kandahar Team (Figure 5)			
KR01	[redacted]	Technician	[redacted]
KR07	[redacted]	Technician	[redacted]
KR11	[redacted]	Technician	[redacted]
Lashkar Gah Team (Figure 6)			
LG01	[redacted]	Senior Technician	[redacted]
LG09	[redacted]	Technician	[redacted]
LG06	[redacted]	Technician	[redacted]
Gereshk & FOBs Teams (Figure 9)			
GF01	[redacted]	Technician	[redacted]
GF02	[redacted]	Technician	[redacted]

Attachment Three

Works under Delivery Package 3A (Works up to a threshold value of £30K) will be delivered by our permanently assigned ordered works team. This team is headed by [redacted] who holds the following qualifications.

[redacted]

By virtue of his existing role on the current contract and his formal educational qualifications we would consider him to be suitable to manage the design of all works within this cost banding.

In addition to Gareth's experience the contract senior management team also comprises of the following personnel:

Programme Manager [redacted]

Project Manager Support Services [redacted]

It should be noted that the In-Country Contract manager [redacted] is currently working through the process of becoming Chartered and we expect him to have achieved this qualification prior to the new contract starting.

Under the team that have been proposed to delivery works under delivery package 3B (Ordered Works above £30k and below £250k) a dedicated Chartered Engineer (Construction) is indicated on figure 3-P (Page 27 Book1).

For all design activities related to this contract [redacted] is appointed as Chief Engineer and has overall responsibilities and accountabilities for all design and compliance activities.

To provide additional design support [redacted] has available a UK based technical team of multi disciplined engineers all of whom are security cleared and available to deploy to theatre at short notice. This short notice deployment has operated successfully recently when specialist engineers where deployed to advise on construction and commission the MRI scanner facility Camp Bastion.

KBR are confident that this provision of a specific Chartered Engineer placed in the DP 3B team, the experience of the senior management team and UK deployable support provides a cost effective appropriately resourced team to deliver the clients New Works Requirements.

Attachment Four

Section 4.10 Helpdesk Facility (Issue 2)

4.10.1 Understanding the Requirement

The Helpdesk service is required to meet the following objectives:

- The Help Desk service is to be available 24 hrs per day, 365 days per year
- The service is to incorporate a diagnostic and call-out facility using suitably qualified staff
- The Helpdesk operators are required to be competent in spoken and written English
- The Helpdesk is required to manage:
    - Emergency call-outs
    - Response Maintenance Works Services up to a defined threshold value
    - Provision the FM with a monthly status report that demonstrates the effectiveness of the Helpdesk. (Deliverable 38)

The basis of the Helpdesk operation is that:

- Response Maintenance Works Services and Emergency call-outs are to be reported to the Helpdesk in accordance with the procedures identified in the EMPS.
- Works Services requests identified to the Helpdesk will be managed and delivered in accordance with the following protocols:
    - For Emergency call-outs:
        - The response team will remove or contain any danger, to life and/or property, and to restore safe conditions as soon as possible and to an acceptable standard
        - The Helpdesk will, within 24 hours after making the situation safe, advise the FM of the next steps required to make good
        - The FM will be advised of the estimated cost of making good
    - For Response maintenance:
        - This will consist of Work services identified by either the Authority or the ISP(A) which is not classified as emergency work
        - Work to be categorised by value

- Approval from the FM will be obtained for response to all works identified by the ISP(A)

The Helpdesk is required to be fully interactive and be capable of receiving and logging calls, it is also required to have a monitoring facility in order to give progress on reported Works Services.

4.10.2 Provision of a 24/7/365 Single POC Helpdesk

KBR's single Helpdesk will, as now, be located within the KBR complex at Camp Bastion, it will be permanently manned 24/7/365; the facility will be the entry point for Helpdesk services from all ISP maintained sites in Afghanistan both during and outside normal working hours. Access to the Helpdesk will be by calling the dedicated military telephone numbers that are widely publicised through the FM offices and known by building custodians or by visiting the facility to report the problem. The Helpdesk will also have dedicated Voice Over Internet Protocol (VOIP) telephones for the operators to talk to the on-site response teams, local technical expertise and into the KBR reach-back system. Mobile phones will also be provided to the Helpdesk and the ISP on-site response teams to give an added level of redundancy to cross site communications.

Use of a single POC from the sites remote of Camp Bastion will be a change from the current process and so it will be widely publicised during the mobilisation period.

The primary functions of the Helpdesk are to receive, log and initiate actions in response to requests for maintenance and emergency works. Upon receipt of a request the ISP Helpdesk operator will alert the appropriate ISP technical resource who will respond to the call out in line with the required delivery timelines, dependant on urgency as set out in the requirements. The emergency call-out procedure is provided at Figure 4.8-A in Section 4.8.

The Helpdesk operator will also log all requests as Helpdesk occurrences (HDO) on the fully interactive PROM2, track progress of the work and close out the HDO when the work is complete. Each occurrence will be reflected into the statistics that will be included in the monthly report. The statistics and back-up data in the monthly report will be used to demonstrate the performance of the Helpdesk and to highlight any necessary improvements in response or procedures. The Helpdesk operators will have a proven competence in the use of spoken and written English. This will ensure that callers can be understood and understand responses from the operators. It will also ensure that the entries into the PROM2 database are appropriate and suitable for creation of statistics, inclusion in the routine reports or as a basis for investigation. The Helpdesk operator is able to access any HDO at any time and determine the latest recorded status of the particular task including predicted completion date, awaited spares, awaited labour, associated costs or job completed date.

Whilst the Helpdesk is a centrally based service the duty engineer at each site will be available and located within the local KBR control facility, contactable throughout non-working hours. In the event

that additional resources are required to respond to an emergency call then the duty engineer will be empowered to request the assistance of other off duty personnel to deal with the incident. The duty engineer and the ISP Lead on site will have all required skills and authorities to carry out any appropriate action to rectify reported problems. They will also have access to the reach-back service.

To assist the locally based teams in reacting to the request for response maintenance KBR will operate a 24/7 reach back service to engineering, project management, procurement and logistics support operations in Camp Bastion and the UK. This support can be accessed at any time and our staff are highly experienced in providing engineering solutions, procuring and dispatching components to overseas areas quickly. This reach back service is in place for the current contract already and will therefore be supplied in support of this contract.

4.10.3 Alternate Back-up Call-out Methodology

Should communication fail or in case of a local emergency outside normal working hours the duty maintenance team member on each site will be available on a dedicated contact number. A call to this number will provide access to the full Help Desk range of services and will provide a response service to emergency callouts when required.

4.10.4 Categorisation of Tasks

Emergency call-out work to make safe will be carried out as quickly and safely as possible. Primarily any danger will be contained, isolated and made safe so that other local functions may continue. Such work will be carried out to an acceptable standard although this may not be the final solution. This is particularly important for critical assets where restoration of service is vital to the ongoing operations. An example is failure of the electrical feed cable to a critical asset, the first step is to make safe and then to look at methods to get power back to the asset so that it can be re-started. The final solution may be excavation and replacement of the cable; however, the temporary fix could be disconnection of the feed and replace by a generator and temporary feed. Such a solution would be discussed with the FM prior to implementation. Regardless of the situation the Helpdesk will arrange for a report detailing the next steps to be submitted to the FM within 24hours of the site being made safe. As soon as possible after submitting the initial report an estimate of likely cost to make good will be provided to the FM.

Response maintenance events, which can either be notified by the Authority or by KBR, will be assessed and categorised as to the urgency of completing the repair and the cost of completing the repair. All response maintenance events created through a KBR observation will be assessed by the FM prior to commitment of funds or undertaking the work.

4.10.5 Monitoring and Reporting

Route Map

All HDOs will be recorded on PROM2 by the Helpdesk where they will be monitored to completion. Routine and on-demand one-off reports are all created from the Helpdesk element of the PROM2 database so that data integrity is assured. The key reports are:

- The monthly report to the FM which sets out the statistics of work carried out via the Helpdesk and indicates trends.
- The routine reports back to the KBR project management team.
- Any investigative reports in support of specific events.
- The annual report.

The PROM2 Manager will monitor the quality of data entered into PROM2 by the Helpdesk team.

Route Map

Attachment Five

The in-country ordered works team will be supported by the International Government and Defence Technical Team.

The technical team is directly managed by Tim Thornton the KBR IG&D Chief Engineer.

The team has been in existence since 2003 when KBR were supporting UK forces in Iraq. This depth of experience has allowed us to develop a pool of expertise in design and implementation of works in arduous operational areas. It operates as an internal consultancy being drawn upon by in-country technical officers to provide support and advice at any stage of small tasks.

For the implementation of large tasks it is usual practice for the Chief Engineer to form a multi discipline task that will manage, develop, design, specify and implement all aspects of a single task design.

The technical team also operates in conjunction with our sub-contracts department to carry out sub-contractor competence assessments, on site construction management services and commissioning services.

The full time team composition is shown below, additional competencies and specialisations can be drawn in from various consultancies as required.

Recent Design tasks that have been undertaken by the technical team include:

Design and Construction Management of ESS facility Camp Bastion.

Design, Construction and commissioning of the CT scanner complex Camp Bastion.

Name	Discipline	Qualifications
[redacted] Chief Engineer	Mechanical	[redacted]
[redacted] Lead Civil Engineer	Civil	[redacted] Expertise in concrete durability and technology, and corrosion control, particularly in hot climates
[redacted] Lead Civil / Structural Engineer	Civil / Structural	[redacted]
[redacted]	Civil	[redacted]

Route Map

[redacted]	Civil	[redacted]
[redacted]	Civil / Structural	[redacted]
[redacted]	Civil	[redacted]
[redacted]	Architectural	[redacted]
[redacted]	Architectural	[redacted]
[redacted]	Designer	[redacted]
[redacted] Lead Electrical Engineer	Electrical	[redacted]
[redacted]	Electrical	[redacted]
[redacted]	Electrical	[redacted]
[redacted]	Electrical	[redacted]

Attachment Six

A6 – Sub-contractor Compliance with QA

Performance of sub-contractors and suppliers is a key aspect in assuring the delivery of the service both in terms of the equipment and service support. KBR has a suite of robust procurement processes, used in its projects to ensure procured items and services meet our clients' Quality requirements. Their effectiveness has been demonstrated in our various projects worldwide and particularly in some of the more inaccessible areas like Iraq and Afghanistan but also in Europe and in the UK. Our proven processes and systems are applied consistently incorporating best practice and lessons learned whilst providing a rapid, professional response to the demands of a project or client. Each sub-contractor has been evaluated using the KBR procedures and has been assessed as operating an appropriate management system. Equipment suppliers' systems, inspections and certification will be supplemented by KBR inspection, supervision and audit as necessary.

An overview of the procurement process is illustrated in Figure 1 below.

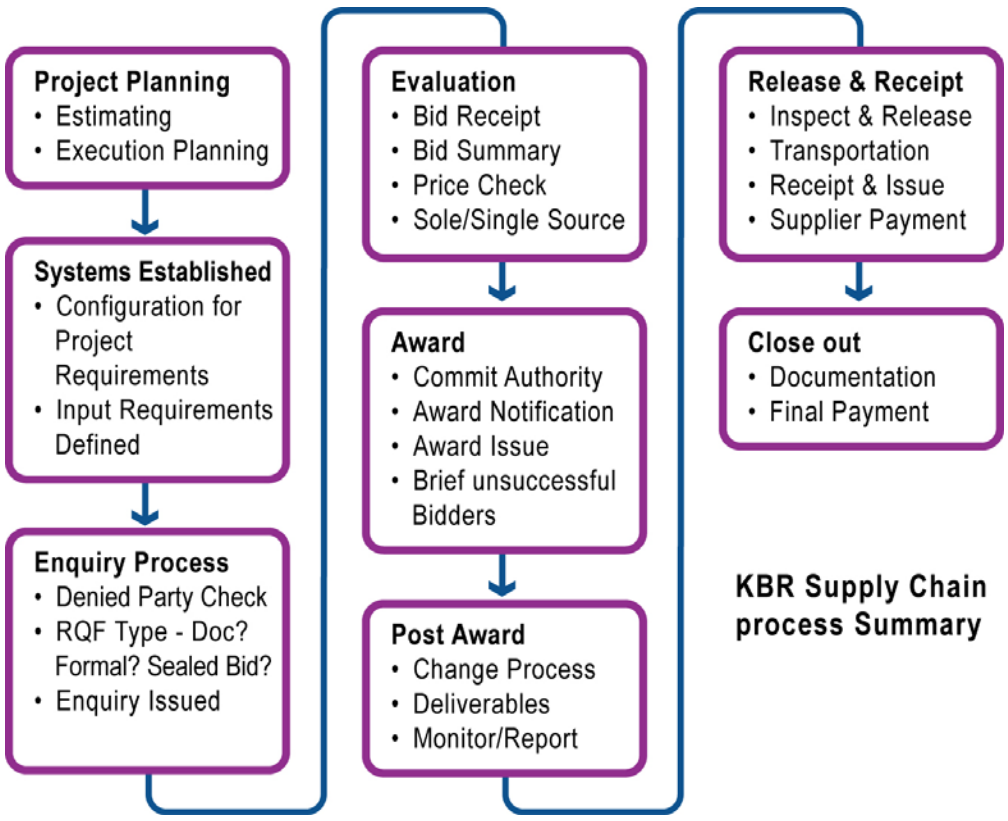


Figure 1: The Procurement Process

Route Map

The list of procurement procedures form the IG&D management system intranet is shown below.

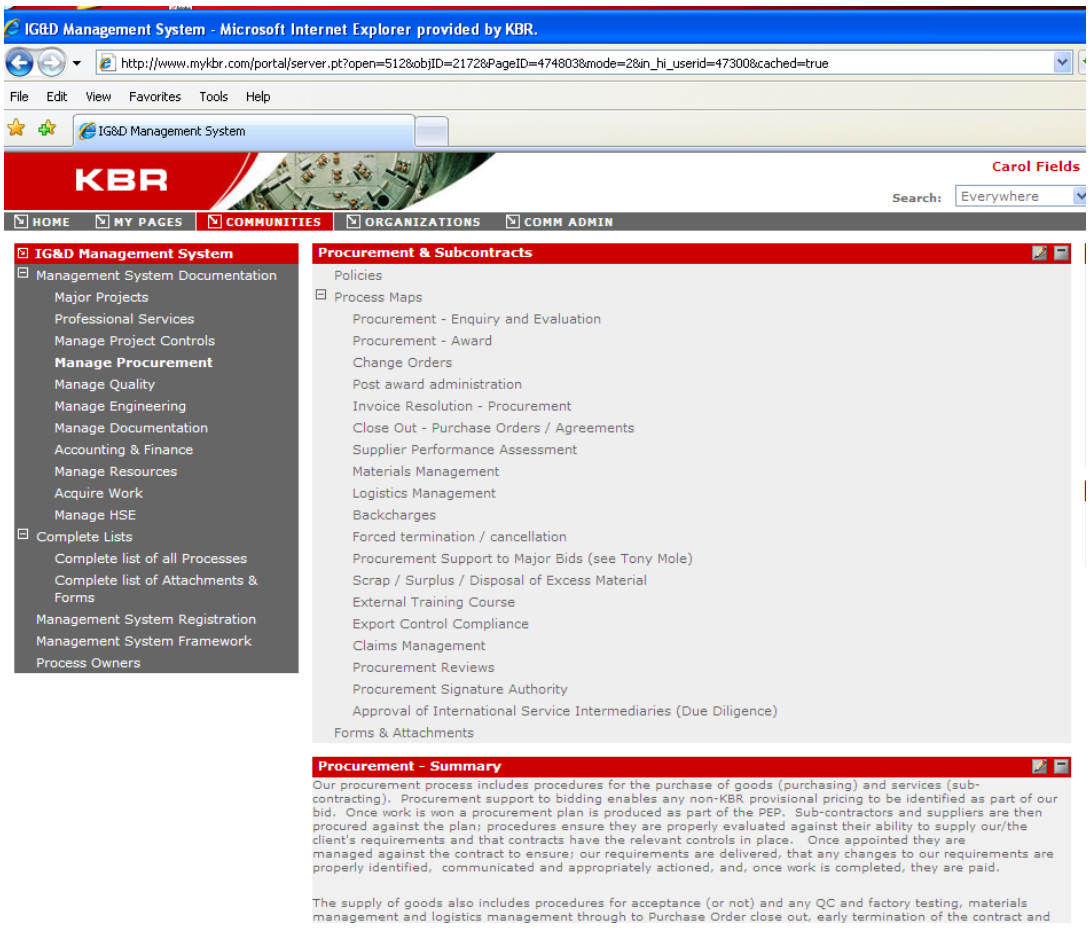


Figure 2: Procurement Procedures

The above procedures are rigorously applied to our supplier and sub-contractor base during the selection process and at every stage throughout the delivery of the purchased materials or the provision of services.

Quality Assurance activities within the procurement processes include:

- Assessment of the QHSE Pre-qualification questionnaire, which ascertains the basic management system requirements, the QA element is illustrated at Figure 3 below

SECTION 4: QHSE QUESTIONNAIRE — **Please tick as appropriate :**

No.	QUESTION	YES	NO
1	Does your company maintain a formal documented quality management system relevant to the intended scope of supply?	☐	☐
2	Is your system certified to ISO 9001 or equivalent for the scope of supply? (please attach certificate)	☐	☐
3	If the answer to Question 2 is 'No'; please provide the following:		
	(a) Do the company intend to achieve certification? If so when?	☐	☐
	(b) Quality Manual; to include identification of the companies management system processes	☐	☐
	(c) Quality Policy	☐	☐
	(d) Listing of management system procedures (including current revision status)	☐	☐
	(e) Organisation chart illustrating QA and QC positions	☐	☐
4	Will the intended scope involve subcontracting?	☐	☐
	If the answer to 4 is 'Yes' please provide details below (or attach) as to what will be subcontracted and what system arrangements will be used to ensure proper management and control (can be answered in conjunction with Section 2 question 5)		
5	Are any products for which you are being pre-qualified subject to any recognised product certification schemes	☐	☐
	If the answer 'Yes' please provide details below or on separate attachment		

Figure 3: Quality pre-qualification questionnaire (Extract only)

- Defining the quality management requirements the sub-contractor has to comply with in more detail related to the specific scope of work, including requirements for a project specific Quality Plan and Inspection and Test Plan if relevant and a Supplier Document Requirements Listing (SDRL).
- Evaluating responses
- Conducting a sub-contractor or supplier audit pre-contact award on the recommended supplier, the result of which may mean further requirements are included in the contract.

Post contract award there are a number of activities that ensure that the sub-contractor or supplier delivers the quality required. These include:

- A pre production meeting or kick off meeting, which includes quality personnel as well as technical personnel, when further discussions take place to ensure a thorough and shared understanding of the quality requirements.
- For suppliers: permanent surveillance at the factory, factory acceptance tests (FATs) and first off inspections.

Assessing sub-contractor and supplier performance throughout the life of the contract through:

Route Map

- KBR line management supervision and performance monitoring
- Quality audits of the sub-contractor's work on the project to assess compliance to their contract, quality plan and ITPs
- Management system audits at head office should their performance warrant it.
- Assessment against set criteria at regular intervals and at the end of the project which includes quality, HSE and technical (represented by the requisitioner), the start of this process is illustrated at Figure 4 below and shows the different disciplines involved in the assessment. In this instance supplier includes sub-contractor.

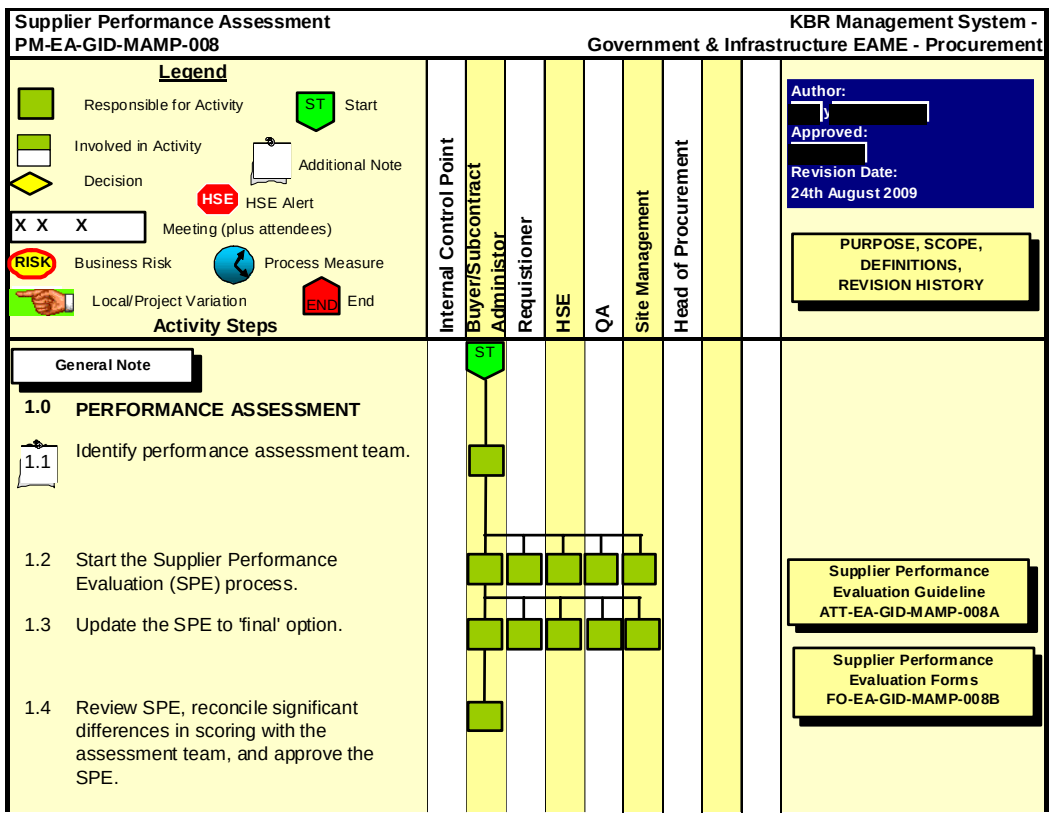


Figure 4: Supplier Performance Assessment procedure

Attachment Seven

A7 – Adoption of New Contract Requirements during Mobilisation

The enablers for the adoption of the new contract requirements are:

- Reorganisation of the workforce whilst maintaining a seamless and safe transition
- Reduction of the workforce to reflect the re-grouping of responsibilities and optimisation of work scheduling
- Provision of an experienced Mobilisation Team to set up the new and revised elements of service delivery whilst allowing the normal site team to concentrate on maintaining existing services
- Introduction of new/revised processes and procedures reflecting changes to the contract requirements and changes to the KBR organisation

The organisation of revised workforce is provided at Section 3 of the initial submission. KBR's root and branch review of the existing organisation concluded that significant management savings could be made by re-grouping some activities and increasing group sizes such that peaks and troughs of workload can be better catered for.

The KBR plan for reduction of workforce is set out in Sections 3.1 and 8.3 of the original submission. The key requirements are:

- Ensure no reduction of service quality or responsiveness during the transition period
- Management of outgoing staff to ensure handover of responsibilities are controlled and where necessary use a period of parallel running to ensure seamless handover
- Start organisation transformation as soon as is practical after Contract Award (CA), this is likely to be approximately 6 weeks after CA. The run-down of staff will not be a linear progression, although the simplistic graphic in the submission showed it as such, the reductions will be aligned to changes of organisation and working practices and will be a series of small step reductions

The changes of requirements in the new contract and the resulting tasking changes fall into four categories:

- Addition of new requirements or tasks not in the current contract; for example, introduction of the DEW team

Route Map

- Options that may be included in the final contract; for example, potential logistics changes including Purple Gate options, provision of life support and the revision of the IRL level
- Revision of existing requirement; for example, changes to the scheduled maintenance requirements for Tier 1 in line with the results of the recent trials carried out in Afghanistan
- Reductions to current workloads; for example, the annual allowance of Minor New Works is 216 jobs per year as opposed to the current level of approximately 800 jobs per year which reduces the new standing workforce. It is noted that any jobs additional to the annual allowance are funded under F1097/1 action and KBR will be required to provide appropriate additional manpower

As some of the changes are currently categorised as options these cannot be finalised into the plan until the situation is clear and we have reached CA. The general KBR approach is:

- Open discussion with the FM and the Authority's on-site team to agree changes prior to implementation
- Address the Minor New Works (MNW) forward load for year 1 to ensure that the predicted F1097/1 funded work is covered and any bow wave effects created by contract uncertainty can be accommodated.
- Address the potential Ordered Works Team (OWT) forward load for year 1 so that the DP3B element of the OWT may be sized appropriately to ensure removal of the DMT may be accommodated
- Integrate the new contract requirements and tasks into the revised teams work programmes as early as possible in the transition process to ensure full capability is available by new PC ISP(A) start date
- Reorganise the ACT to reflect the change of scope for this team
- Prepare and implement the internal changes as required to reflect the change of contract on the KBR accounting system, document control system, the QMS, the project controls system, the procurement and sub-contracts system plus the other support elements of the overall KBR management system. The majority of this work will be undertaken in the UK with some input support from the specialist Mobilisation team that will be deployed to theatre
- Reduce manpower at a rate compatible with ensuring seamless ongoing service delivery and retain as much of the current expertise as possible, within the constraints of the necessary reductions

Route Map

- Undertake any refresher or additional training that may be required to ‘double hat’ selected team members during the transition period so that full capability is available at new PC ISP(A) start date
- Form the new DEW team as far as possible from the existing KBR workforce that will become surplus to requirements and plan to have the team formed and ready to work by the due date. This team could be offered for early start if so required.
- Agree and format the required reports going forward, in the majority of cases this should require just minor revision of existing formats
- The logistics chain is to be revised to provide a more robust stock position, much of this is achieved by changes to the frequency of re-supply and, dependant on options taken up, the logistics supply chain could be totally transformed if use of the Purple Gate at Bicester is eliminated. Until the options have been determined it is premature to speculate as to exactly which changes are required, which elements will stay the same and which changes will be required when during the transition phase
- The KBR proposal is designed to significantly reduce the workload of creating F1097/1s. In support of this initiative adjustments will be required to the KBR processes; the revised version will need to be tried and tested prior to new contract start. The changes have similarities to the required changes to incorporate the significantly increased IRL and therefore there are benefits of incorporating all associated changes as a single package

As the incumbent the changeover between contracts is a relatively simple and low risk process, the current structure, processes and procedures are well documented which makes creation of the detailed transition plan easy and implementation of the plan a minimised risk.

Attachment Eight

Section 9.5.3 Safe Systems of Work (Q51)

Unfortunately an out of date version of Figure 9.5-B – KBR PC ISP(A) Management of Safe Systems of Work was inadvertently inserted in our submission. The correct version of our AP organisation, the group that manage the Safe Systems of Work, was submitted as Figure 3-E of Section 3. Please find below a copy of the correct version of the organisation chart which should replace Figure 9.5 – B of the submission. The remainder of Section 9.5.3 is unchanged.

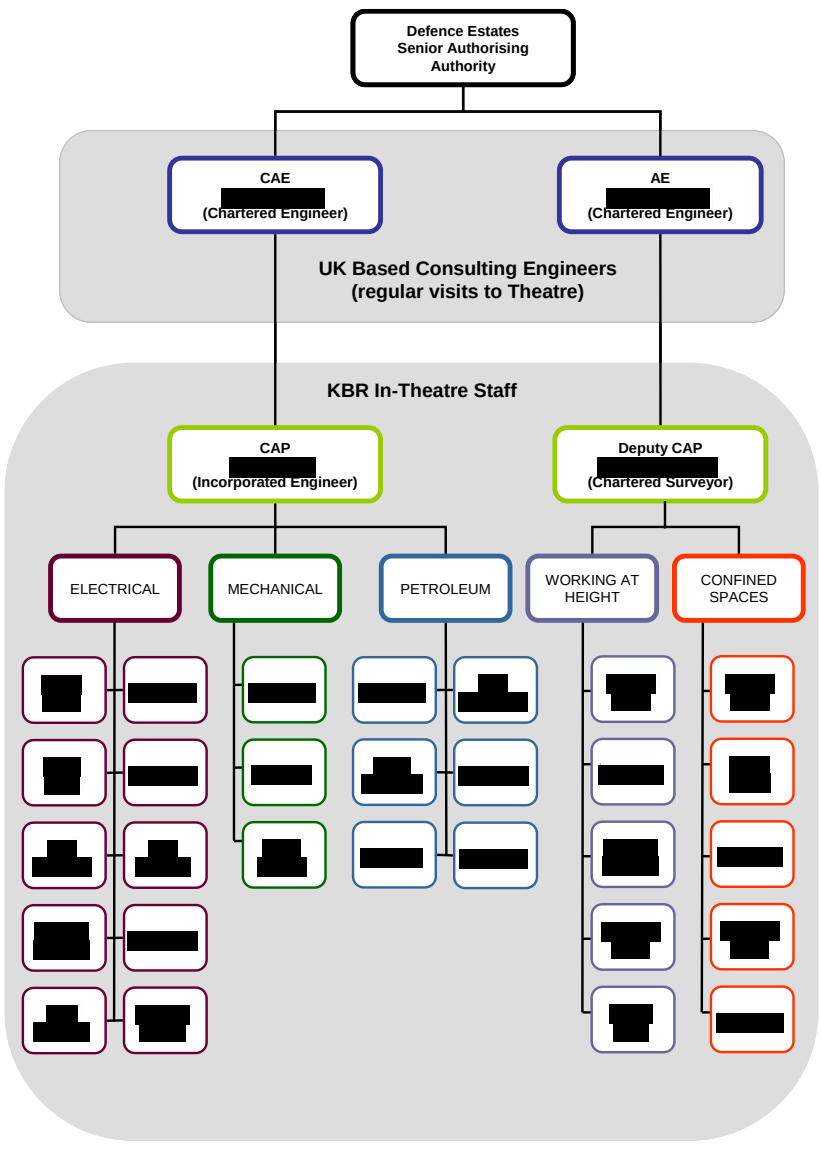


Figure 9.5-B – KBR PC ISP(A) Afghanistan, Management of Safe Systems of Work

Route Map

Attachment Nine

Schedule of Rates

Various S.O.R.

SCENARIO 1

59.1.1 Scenario 1. Following a response maintenance task to make an installation safe, there is a requirement to replace electric hot water boilers, isolating switch and supply cables in 4 of the Camp Bastion Tier 2 (modular buildings) accommodation units (16 Boilers in total). The boilers are powered by the building three phase a neutral power supply via a triple pole isolating switch, which is located on the wall adjacent to the units. Connection between the isolating switch and boilers is via a 2m 30A rated cable.

Assumptions

The unvented control management system is supplied with the hot water system.

The cylinder replacement is on a like for like basis thus negating the requirement for additional re-routing of the pipework and connections.

Due to supply difficulties three phase cylinders are not used therefore a single phase unit has been specified reducing from 3 to single phase at the isolator complete with appropriate voltage marking labels.

The 3 Phase and Neutral incoming supply has no earth stipulate, for the benefit of this scenario an earth supply is also included.

The existing system is RCD protected.

Only the hot water cylinder electrical connections are fitted with cable terminals.

The 16 cylinders are equally divided between the 4 blocks, 4 in each.

Materials and Schedule Breakdown

MECHANICAL

Materials	Qty	Schedule Reference	Rate A	Rate B	Rate C	Rate D	Total
Hot Water Cylinder	1	S11 063	1218.07	168.18		126.14	1512.39
Pressure Testing boiler installation	1	Y51 012			141.90		141.90
Sub Total Mechanical	1						1,654.29
Total	16						26,468.64
Adjusted total with mark up							

Route Map

ELECTRICAL

Materials	Qty	Schedule Reference	Rate A	Rate B	Rate C	Rate D	Total
2m 30A rated cable	2	Y61 037	3.44	2.47			11.82
Isolation Switch Triple Pole	1	Y71 304	26.20	25.89			52.09
Cable Clamps Terminal lugs	3	Y61 1602	0.13	0.71			2.52
Insulation resistance test	1	Y81 010			8.95		8.95
Continuity test per conductor	5	Y81 006			1.88		9.40
Phase rotation test	1	Y81 021			4.00		4.00
Earth Loop Impedance test	1	Y81 019			12.24		12.24
Fault Simulation Test	1	Y81 023			5.41		5.41
Sub Total	1						106.43
Total	16						1702.88
Adjusted total with mark up							

Method of Works

Local custodians to be informed of full extent of work and duration out of operation.

Carry out all electrical isolations and make safe for works.

Removal and disposal of all arisings.

First fix of cylinders.

Final fix mechanical and electrical connections.

Commissioning mechanical (Pressure Testing).

Commissioning Electrical.

Route Map

Schedule of Works

Serial	Location	Start Time	Finish Time	Description of Works
		Day One		
1	Block 1	0800	1200	Isolate all mechanical and electrical services, for all 4 cylinders. Electrical and mechanical disconnection and removal from site.
2	Block 1	1300	1700	Installation of 4 new cylinders to include connection of all mechanical and electrical services.
3	Block 1	1730	1930	Commissioning of the system including mechanical pressure test and all electrical testing.
4	Block 1	1930	2000	Handover of facility back to block custodian sign off customer satisfaction sheets.
		Day Two		
5	Block 2	0800	1200	Isolate all mechanical and electrical services, for all 4 cylinders. Electrical and mechanical disconnection and removal from site.
6	Block 2	1300	1700	Installation of 4 new cylinders to include connection of all mechanical and electrical services.
7	Block 2	1730	1930	Commissioning of the system including mechanical pressure test and all electrical testing.
8	Block 2	1930	2000	Handover of facility back to block custodian sign off customer satisfaction sheets.
		Day Three		
9	Block 3	0800	1200	Isolate all mechanical and electrical services, for all 4 cylinders. Electrical and mechanical disconnection and removal from site.
10	Block 3	1300	1700	Installation of 4 new cylinders to include connection of all mechanical and electrical services.
11	Block 3	1730	1930	Commissioning of the system including mechanical pressure test and all electrical testing.

Route Map

Serial	Location	Start Time	Finish Time	Description of Works
12	Block 3	1930	2000	Handover of facility back to block custodian sign off customer satisfaction sheets.
		Day Four		
13	Block 4	0800	1200	Isolate all mechanical and electrical services, for all 4 cylinders. Electrical and mechanical disconnection and removal from site.
14	Block 4	1300	1700	Installation of 4 new cylinders to include connection of all mechanical and electrical services.
15	Block 4	1730	1930	Commissioning of the system including mechanical pressure test and all electrical testing.
16	Block 4	1930	2000	Handover of facility back to block custodian sign off customer satisfaction sheets.
		Day Five		
17	All	0800	0900	Conduct site inspection with FM team obtain FM approval of works close out works order.

SCENARIO 2

59.1.2 Scenario 2. A failure of a 15kW split air conditioning installation unit in the BSN pathology lab has been traced to a faulty external evaporator unit and loss of refrigerant caused by a split pipe union. Reinstatement will involve the installation of a new compatible external evaporator, re-piping with 10m of copper pipe, testing and re-gassing with refrigerant prior to commissioning. The task is prioritized as urgent.

Assumptions

1. It is assumed that the wording external evaporator means condensing unit.
2. It is known that the BSN Pathology unit is fitted with ceiling mounted concealed ducted units. This will be modelled throughout.
3. It is assumed that the unit is to be located in a hospital it will be of high specification.
4. It is accepted that rate B costs include installation and commissioning.
5. No charge has been placed on gas recovery as it is assumed lost during leak.
6. It is assumed the incoming supply to the isolator is 3 phase.

Materials and Schedule Breakdown

MECHANICAL

Materials	Qty	Schedule Reference	Rate A	Rate B	Rate C	Rate D	Total
Ceiling concealed ducted unit	1	U60 073	3259.49	195.50			3454.99
Measure airflow from grille	1	Y51 036			10.51		10.51
Removal and disposal of old unit	1	U60 073				146.63	146.63
Total							3,612.13
Adjusted total with mark up							

ELECTRICAL

Materials	Qty	Schedule Reference	Rate A	Rate B	Rate C	Rate D	Total
Testing Insulation 3 phase motor	1	Y81 014			10.12		10.12
Phase Rotation Test	1	Y81 021			4.00		4.00
Test RCD	1	Y81 023			5.41		5.41
Check Devices	1	Y81 025			4.00		4.00

Route Map

Total							23.53
Adjusted total with mark up							

Method of Works

1. Liaise with client to ensure suitable time for works to commence.
2. Isolate power supplies.
3. Disconnect remove and dispose of old unit.
4. Install new unit, connect all associated pipework.
5. Pressure test installation and re-gas.
6. Connect electrical, control equipment.
7. Carry out electrical testing of unit.
8. Commission unit carry out airflow measurements and re-balance system.

Schedule of Works

Serial	Location	Start Time	Finish Time	Description of Works
Day One				
1	Path Lab	800	830	Liaise with Path lab custodian ensure site cleared and available for work
2	Path Lab	830	1000	Isolate power & controls, remove unit and dispose
3	Path Lab	1000	1300	Install new unit connect associated pipework
4	Path Lab	1300	1600	Strength test and vacuum system below 2 torr, introduce refrigerant gas.
5	Path Lab	1600	1700	Electrical connections made commissioning tests completed to entire unit & associated components
6	Path Lab	1700	1800	Commission unit ensure airflows are balanced complete commissioning documentation.
7	Path Lab	1800	1830	Clear site inform custodian works completed and site available for use.
Day Two				
8	Path Lab	700	730	Check temperatures and flow rates confirm commissioning data.
9	Path Lab	730	800	Inform FM unit replaced carry out acceptance inspections, complete task documentation.

Route Map

SCENARIO 3

Scenario 3. A recent maintenance inspection on the water distribution system at Cambridge Lines, KAF has identified damage to the supply pipe and a leaking gland on one of the pump pressurisation units. The pipe is a buried polypropylene 120mm dia x 10m long section, which needs to be removed in its entirety and replaced with similar pipe using 2 No heat weld straight couplings back into the main system. The pump is a 3 phase single stage, 5 bar flange mounted unit with external drive shaft and pump seal which can be service exchanged in situ.

Assumptions

Materials used are those found in the schedule of rates which closest describe materials actually used in Afghanistan.

The lack of detail has indicated that the PPU will be replaced as a component. The ISP would carry out a detailed inspection of the works and ascertain fully the repair implications prior to commencing any works. This would be carried out under Delivery Package 2 management charges and therefore funded within the lump sum arraignments.

Normal practice would indicate that a full electrical test would be carried out after replacement works of this nature but lack of detail precludes this from being specified.

Materials and Schedule Breakdown

Materials	Qty	Schedule Reference	Rate A2	Rate B	Rate C	Rate D	Total
Pipe 125 mm Polythene	10	Y10 438	8.68	14.72			234.00
Straight Coupling Unit 125	2	Y10 456	20.49	20.50			81.98
Pressurized Pumping Unit	1	S13 026	2,055.23	71.47			2,126.70
Removal of PPU	1	S13 026				35.74	35.74
Pressure Test	1	Y51 027			26.07		26.07
Excavation	10	BW 001			20.64		206.40
Total							2,710.89
Adjusted total with mark up							

Method of Works

1. Local custodian to be informed how long water will be off to facility and check that timings cause no critical issues.

Route Map

2. All electrical isolations to PPU made safe.
3. Isolation of pipe system and depressurization.
4. Remove and dispose of existing PPU.
5. Excavate and expose pipe.
6. First fix of replacement PPU
7. Final fix mechanical and electrical connections to PPU
8. Mechanical pressure test.
9. Electrical testing and commissioning of PPU.

Schedule of Works

Serial	Location	Start Time	Finish Time	Description of Works.
Day One				
1	Pipe	0800	0830	Set up excavation site cordon and control access. Check permit to dig
2	Pipe	0830	1100	Cat scan then commence excavation to expose pipe.
3	Pump	0830	1100	Isolate pump disconnect electrical supply, depressurize/drain system, disconnect suction and delivery lines remove pump from site.
4	Pipe	1100	1530	Remove damaged pipe, clean and prepare existing ends, prepare new pipe to fit, prepare couplings make connection allowing for cooling time.
5	Pump	1100	1530	Fit new pump make electrical and mechanical connections, set pressure switches and initially commission system.
6	Pump	1530	1700	Check pipe connections Pressurise system and complete commissioning PPU including all electrical tests.
7	System	1700	1830	Disinfect system (Super chlorinate) allow contact time min 1 hour and conduct pressure test.
8	System	1830	1930	Flush system test and record
9	System	1930	2000	Open services and inform custodian excavation to remain exposed and cordoned off.

Route Map

Serial	Location	Start Time	Finish Time	Description of Works.
Day Two				
9	Pump	0800	0810	Pump checked for correct operation, pipe checked for leaks.
10	System	0810	0930	Pump area cleared excavation backfilled marked and compacted, site closed
11	System	0930	1000	FM invited to inspect site, documentation completed task complete.

Route Map

Electrical Services SOR

SCENARIO 1

59.2.1 A 30A maximum demand, 400V, three phase and neutral power supply to a Utility Connection Unit (UCU) is required adjacent the REME workshops in BSN. The nearest point of supply with spare capacity is a feeder pillar located 40 metres away. Cable terminations at the feeder pillar are by crimped ring terminals onto threaded studs and by plug/socket at the UCU. The electrical installation is a TN-S system complying with the requirements of BS 7671. The cable used for the installation is to be a non armoured rubber variant run in a direct line between the UCU and feeder pillar directly buried in the ground.

Assumptions

A standard UCU has an incoming supply of 63A TP&N. Experience dictates the maximum power requirement of 32A TP&N will be exceeded and the maximum demand will grow quickly to require the 63 A supply. It will be more cost effective to initially install the 63 A supply as the difference in cost between supplies is minimal i.e. the cable size will increase from 10 mm^2 to 25 mm^2.

An investigation of the feeder pillar will be required to ensure that there is a spare way or capacity to install an additional TP MCB and that it is capable to accept the additional load requirements.

Excavations in Bastion are generally considered soft dig to a depth of approx 2.5 m and then to bedrock.

It is recommended that the cable is installed in a 100mm dia duct for additional protection.

As the UCU unit referred to has no specification is assumed that a Tier 1 standard TDA UCU is being utilized, these components are to be replaced and therefore are chargeable.

Two options have been included: an MMR option compliant with the spec and KBR's recommended option with 63A cable and ducting.

Materials and Schedule Breakdown. (32 A Supply, no ducting)

Materials	Qty	Schedule Reference	Rate A	Rate B	Rate C	Rate D	Total
Excavating trench for service not exceeding 0.75m	40	BW 001			14.71		588.40
Bedding and covering service (Sand)	20	BW 013			44.49		889.80
Electrical warning tape	40	BW 033			0.25		10.00
Filling in of trench	20	BW 012			30.82		616.40
Isolation of supplies	1						
Re energizing supplies	1						

Route Map

Materials	Qty	Schedule Reference	Rate A	Rate B	Rate C	Rate D	Total
63A 5 pin IP 67 400v socket	1	Y74 235	37.74	3.53			41.27
32mm stuffing gland	1	Y61 1370	2.54	4.12			6.66
10mm^2 lugs	5	Y61 1603	0.29	1.06			6.75
10mm^2 5 core HO7RNF cable	46	Y61 039PR	13.27	3.18			756.70
Connections to above	10	Y61 1794		4.24			42.4
Test to BS7671	5	Y81 006			1.88		9.40
Test to BS7671	1	Y81 011			13.42		13.42
Test to BS7671	1	Y81 019			12.24		12.24
Test to BS7671	1	Y81 021			4.00		4.00
Utility Connection Unit	Note UCU is specialist component supplied for tier 1 usage not included in schedule.						
	1						
Total							2997.44
Adjusted total with mark up							

Materials and Schedule Breakdown. (63 A Supply)

Materials	Qty	Schedule Reference	Rate A	Rate B	Rate C	Rate D	Total
Excavating trench for service not exceeding 0.75m	40	BW 001			14.71		588.40
Bedding and covering service (Sand)	20	BW 013			44.49		889.80
Electrical warning tape	40	BW 033			0.25		10.00
Filling in of trench	20	BW 012			30.82		616.40
100mm ducting	42	BW 050			8.08		339.36
Isolation of supplies	1						
Re energizing supplies	1						
63A 5 pin IP 67 400v socket	1	Y74 235	37.74	3.53			41.27
32mm stuffing gland	1	Y61 1370	2.54	4.12			6.66
25mm^2 lugs	5	Y61 1605	0.31	2.12			12.15

Route Map

Materials	Qty	Schedule Reference	Rate A	Rate B	Rate C	Rate D	Total
25mm² 5 core HO7RNF cable	46	Y61 039PR	26.99	3.65			1,409.44
Connections to above	10	Y61 1794		4.24			42.4
Test to BS7671	5	Y81 006			1.88		9.40
Test to BS7671	1	Y81 011			13.42		13.42
Test to BS7671	1	Y81 019			12.24		12.24
Test to BS7671	1	Y81 021			4.00		4.00
Utility Connection Unit	Note UCU is specialist component supplied for tier 1 usage not included in schedule.						
Total							3994.94
Adjusted Total use mark Up							

Method of works

- Complete permit to dig procedures if available.
- Carry out CAT scan of cable line, identify existing services.
- Isolate and lock off existing services, prove no voltage is present.
- Hand dig trench at feeder pillar location for the first 5 m at a depth of 800 mm and width of 400 mm. Renergise the supply.
- Hand dig remainder of trench to 800 mm deep by 400 mm wide. Install barriers around excavation as digging proceeds
- Lay 50mm fine sand base.
- For recommended option only, lay 100 mm duct on sand installing draw rope as duct is installed. At ends of trench install sweeping bends to bring duct to ground level.
- Cover duct/cable with further 150 mm of sand then backfill trench in 150mm increments using graded fill with no inclusions. Compact each layer thoroughly.
- Install electrical warning tape 200 mm the full length of trench 200 mm below finished surface.
- Install 10/25 mm² HO7RNF cable pulling an additional draw rope through with cable.
- Install UCU into position.
- Connect 63A 5 Pin 400V IP 65 Socket to cable in this position.

Route Map

- At feeder pillar isolate and lock off supply prove no voltage present at mains switch.
- Install cable into feeder pillar via weatherproof gland and terminate the supply cable.
- Carry out dead testing to BS 7671.
- Re- energise power supply to the feeder pillar.
- Complete live tests to BS 7671.

Schedule of Works

Serial	Location	Start Time	Finish Time	Description of Works
Day One				
1	Ground	0800	1000	Cat scan area
2	Ground	1000	1800	Excavate trench
Day Two				
2	Ground	0800	1800	Excavate trench
Day Three				
3	Ground	0800	1000	Lay bedding sand
4	Ground	1000	1200	Lay ducting and draw rope
5	Ground	1200	1500	Lay sand
6	Ground	1500	1600	Lay warning tape
7	Ground	1600	1800	Back fill trench
Day Four				
8	Ground	0800	1000	Install cable
9	Feeder pillar	1000	1100	Isolate feeder pillar
10	Feeder pillar	1100	1400	Connect cable to MCB
11	UCU	1400	1500	Connect socket to cable
12	UCU	1500	1700	Locate UCU
13	UCU	1700	1800	Test installation
Day Five				
14	Site	0800	1000	Handover task to FM

SCENARIO 2

59.2.2 Scenario 2. A 40A maximum demand, 230V, single phase power supply is required to a prefabricated Ops Room in GSK. This is located 20 metres from a generator interface unit having a spare 100A socket outlet. The scope of work also includes a total internal rewire to provide1 x new 5 way main incoming distribution board, 1 x 30A ring main with 10 x double gang socket outlets, 1 x radial circuit to a ventilation fan (load 6A), 1 x radial circuit to a split air conditioning unit (load 20A), 1 x radial circuit to internal fluorescent luminaries (load 6A) and 1 x radial circuit to an external flood light (load 6A). The electrical installation is a TN-S system and all work must comply with the requirement of BS7671. The power supply cable is to the building will be a PVC/SWA variant direct buried in the ground.

Assumptions

The following issues have been noted but not incorporated into this task. A standard Generator Interface Unit has only 63A and 32A 3 phase socket outlets and not a 100A as stated in the scenario, therefore if a Tier 1 solution is used the Ops room would be supplied with a 63A supply from the GIU. Due to the number of circuits and the MCBs required to Ops room would require an 8 way single phase DB and not the 5 way given in the scenario. The scenario also states that PVC/SWA cable is to be used however as the Ops room and GIU would require plug type connectors to be used either end of the cable for a normal in-theatre installation and not a proprietary gland as stated in IEE Regulations a HO&RNF type cable would be used. This would be laid in a buried conduit where it passes below ground and not buried direct. The single phase supply would be identified by permanent labels on the socket and cable at the GIU end, stating that it is a single phase supply and which phase has been used in the 5 pin socket.

Because the existing installation is not defined, a rate D cannot be specified for strip-out. Reluctantly dayworks have been used in this example. In reality the installation would probably be known so a rate D could be used in this case.

Materials and Schedule Breakdown. (32 A Supply)

Ser	Description	Ref	Item No	Qty	Rate A	Rate B	Rate C	Total
1	Industrial Socket Plug to BS EN 60309-1	Y74	258	1	41.16	3.53		44.69
2	Industrial Socket Plug to BS EN 60309-1	Y74	284	1	32.59	4.47		37.06
3	Miniature Circuit Breaker Distribution Board Steel Enclosure Single Pole and Neutral IP 30	Y71	603	1	84.39	37.66		122.05
4	Circuit Breakers to BS EN 60898	Y71	748	5	9.26	4.71		69.85
5	Blanking Plate for unused ways	Y71	769	1	0.79	2.35		3.14
6	Batten Flo Luminaire	Y73	1	2	17.93	17.66		71.18
7	Surface Trunking Insulating Materials	Y60	812	18	8.34	8.47		302.58

Route Map

Ser	Description	Ref	Item No	Qty	Rate A	Rate B	Rate C	Total
8	EO for Tees	Y60	823	14		12.19		170.66
9	EO for elbows	Y60	827	10		13.06		130.60
10	Two Gang SSO M/Clad	Y74	207	10	16.61	10.36		269.70
11	Plate Switch 2 Gang 2 Way	Y74	6	1	6.62	8.24		14.86
12	Fused Connection Unit	Y74	146	1	11.37	9.42		20.79
13	Switch Disconnector 40 A Rotary	Y71	304	1	31.34	28.25		59.59
14	4.0mm PVC single conductor	Y61	107	50	0.28	0.82		55.00
15	4.0mm PVC single conductor	Y61	107	50	0.28	0.82		55.00
16	4.0mm PVC single conductor	Y61	107	50	0.28	0.82		55.00
17	2.5 mm PVC single conductor	Y61	106	100	0.17	0.71		88.00
18	2.5 mm PVC single conductor	Y61	106	100	0.17	0.71		88.00
19	2.5 mm PVC single conductor	Y61	106	100	0.17	0.71		88.00
21	1.5 mm PVC single conductor	Y61	105	50	0.11	0.59		35.00
22	1.5 mm PVC single conductor	Y61	105	50	0.11	0.59		35.00
23	1.5 mm PVC single conductor	Y61	105	50	0.11	0.59		35.00
24	25 mm PVC/SWA	Y61	350	25	6.39	3.13		238.00
25	Earth Rod	W51	49	1	10.15	17.18		27.33
26	Excavation	BW	1	20			14.71	294.20
27	EO for unstable ground	BW	1	20			6.46	129.20
28	Dayworks for strip-out							
	Totals							2,539.48
	Adjusted total with mark up							

Scope of Works

Gain permission to dig

Strip out and remove existing cable electrical supply installation.

Carry out CAT scan of trench line

Carry out ground works to hand dig cable trench and install 25 mm 3 core SWA from GIU to Ops room 20m away, backfill and make good.

Route Map

Reinstall new electrical containment and carry out re-wire of Ops room.

Carry out electrical testing/inspection and energize ops room.

Inform FM of works complete and carry out hand over documentation.

Construction Period

Total time on site: 4 Days

Strip out and remove existing cabin internal electrical supply installation: ½ Day. (Mon) Elec Team.

Carry out ground works to hand dig cable trench and install 25mm 3 core SWA from GIU to Ops Room location 20M away, backfill and make good: 2 Days (Mon, Tue). G'work Team.

Reinstall new electrical containment and carry out full rewire of Ops Room as required: 3 Days (Mon, Tue, Wed, Thur) Elec Team.

Carry out Electrical Test+ Inspection and Energise the Ops room. Clear site: ½ Day (Thur) Elec Team.

Labour Requirement

UK National Electrician. Required for duration of task. 4 Days

TCN 2 Electrician. Required for duration of task. 4 Days

TCN 2 Groundworker. Required for groundworks Phase only. 2 Days.

LRW Labourer. Required for groundworks Phase only. 2 Days.

LRW Labourer. Required for groundworks Phase only. 2 Days.

LRW Labourer. Required for groundworks Phase only. 2 Days.

Route Map

SCENARIO 3

59.2.3 A Statement of Requirement has been issued to provide dedicated main and standby power supply to a communications cabin in KAF to maintain essential systems in the event of an unplanned power outage. The requirement is for a dedicated 63A, 400V, three phase and neutral power supply and standby acoustic covered diesel generator back up unit via a manual changeover switch mounted on the outside of the cabin, which will be monitored/operated by the duty Watch Keeper. The nearest dedicated point of supply is an GIU with a spare 63A outlet located 30 metres away and there is an existing concrete plinth to locate the diesel generator with 10 metres of the communications cabin. The electrical installation is a TN-S system and all work must comply with the requirement of BS7671. The power supply cables are to be PVC/SWA variant direct buried in the ground.

Assumptions

The communications cabin exists and its supply and installation is not part of this task.

The cabin requires a dedicated 63A 400V three phase and neutral power supply and standby acoustic covered diesel generator back up unit via a manual changeover switch mounted on the outside of the cabin.

The point of supply from the nearest GIU which has a spare 63A outlet. The GIU is located 30m away from the cabin. There is an existing concrete plinth to locate the Generator 10m away.

The electrical supply is TN-S system. We propose to use a 25mm^2 5 core H07RNF cable in a duct to enable a 63A TP+N socket outlet to be connected to the GIU and this is the solution priced below. However we would consult with the FM and price for PVC/SWA direct buried if required.

Materials and Schedule Breakdown

Materials	Qty	Schedule Reference	Rate A	Rate B	Rate C	Rate D	Total
Excavating trench for service not exceeding 0.75m	30	BW 001			14.71		441.30
Bedding and covering service (Sand)	15	BW 013			44.49		667.35
Electrical warning tape	30	BW 033			0.25		7.50
Filling in of trench	15	BW 012			30.82		462.30
100mm ducting	34	BW 050			8.08		274.72
63A 5 pin IP 67 400v plug	1	Y74 234	35.51	2.12			37.63
32mm stuffing gland	5	Y61 1370	2.54	4.12			33.30
63A 5 pin IP 67 400v socket	1	Y74 235	37.74	3.53			41.27

Route Map

Materials	Qty	Schedule Reference	Rate A	Rate B	Rate C	Rate D	Total
25mm² lugs	25	Y61 1605	0.31	2.12			60.75
25mm² 5 core HO7RNF cable	60	Y61 039PR	26.99	3.65			1838.40
100mm galv tray	3	Y63 015	4.56	10.59			45.45
brackets	5	Y63 043	2.23	8.24			52.35
Earth Rod	2	W51 047	6.92	12.95			39.74
Driving Stud	2	W51 054	2.71	2.24			9.90
Earth Coupling	2	W51 058	0.93	3.53			8.92
Earth pit	2	W51 076	32.18	32.96			130.28
Earth clamp	2	W51 020	4.17	3.06			14.46
16mm² earth cable and connect	2	W51 015	2.26	10.59			25.70
Change Over Switch	1	Y71 345	424.10	58.15			482.25
Test to BS7671	15	Y81 006			1.88		28.20
Test to BS7671	3	Y81 011			13.42		40.26
Test to BS7671	3	Y81 019			12.24		36.72
Test to BS7671	3	Y81 021			4.00		12.00
Total							4790.75
Adjusted total with mark up							

The following price is taken from Booklet 5 Delivery Package 7 Prefabricated buildings.

Generator Description	KAF	BSN	KBL	LKG	GSK	FOBs/TBs
Generator 50KVA	1					

Scope of works

- Liaise with custodian and ensure power outage timings are communicated
- Complete permit to dig procedures if available.
- Carry out CAT scan of cable line, identify existing services.
- Hand dig trench at GIU location for the first 5 m at a depth of 750 mm and width of 300 mm. Dig the remainder of the trench to the change over switch, to 750 mm deep by 300 mm wide.
- Repeat the above from the generator position to the change over switch.

Route Map

- Install barriers around excavation.
- Lay 50mm fine sand base.
- Lay 100 mm duct on sand installing draw rope as duct is installed. At ends of trench install sweeping bends to bring duct to ground level.
- Cover duct with further 150 mm of sand then backfill trench in 150mm increments using graded fill with no inclusions. Compact each layer thoroughly.
- Install electrical warning tape 200 mm the full length of trench 200 mm below finished surface.
- Install 25 mm sq HO7RNF cable pulling an additional draw rope through with cable, 1No from the GIU to the change over switch and 1No from the generator to the change over switch.
- Install tray on purpose made brackets vertically on the cabin adjacent to the existing 63A 5 pin wall mounted plug located on the cabin.
- Install the change over switch onto the side of the cabin adjacent to the tray.
- Place Generator on Pad, earth generator.
- Connect the 1 No cable to the GIU via a 63A 5 pin IP67 rated plug and to the change over switch via stuffing gland and crimped lugs. Cable to be clipped to the tray work, at the cabin position.
- Connect 1 No cable to the generator and change over switch via stuffing glands and crimped lugs. Cable to be clipped to the tray work, at the cabin position.
- From the change over switch connect via a stuffing gland and crimped lugs a cable on the tray work and connect to the 63A 5 pin wall mounted plug via a 63A 5 pin IP67 400v socket.
- Earth the cabin.
- Test Run generator.
- Carry out electrical testing
- Inform FM and carry out handover.

Schedule of Works

Serial	Location	Start Time	Finish Time	Description of Works.
Day One				
1	Ground	0800	1000	Cat scan area
2	Ground	1000	1800	Excavate trench
Day Two				

Route Map

Serial	Location	Start Time	Finish Time	Description of Works.
2	Ground	0800	1800	Excavate trench
Day Three				
3	Ground	0800	1000	Lay bedding sand
4	Ground	1000	1200	Lay ducting and draw rope
5	Ground	1200	1500	Lay sand
6	Ground	1500	1600	Lay warning tape
7	Ground	1600	1800	Back fill trench
Day Four				
8	Ground	0800	1000	Install cable in ducting
9	Cabin	1000	1200	Install change over switch
10	Cabin	1200	1400	Install tray work
11	Cabin	1400	1500	Install cable from change over switch to wall mounted plug on cabin
12	Cabin	1500	1700	Connect cable into change over switch
13	UCU	1700	1800	Install socket onto cable to supply cabin.
Day Five				
14	Site	0800	1100	Install generator onto pad
15	Generator	1100	1300	Connect cable to generator
16	Generator and cabin	1300	1600	Earth generator and cabin
17	Generator	1600	1700	Commission generator.
18	GIU	1700	1800	Connect 63A plug to cable and connect to GIU
Day Six				
19	Site	0800	1200	Test electrical installation
20	Site	1200	1800	Hand over to FM

Route Map

Mechanical Services SOR

SCENARIO 1

59.3.1 A Statement of Requirement has been issued to provide a suitable environmental control unit (heating and cooling) for a BSN based prefabricated building. The existing electrical distribution board has sufficient capacity and spare ways to facilitate the installation which must comply with the BS7671. The requirement is to provide a split type environmental control system (including all controls) capable of sustaining a 20kW cooling and 15kW heating load respectively, the distance between the internal and external units is 6 metres.

Assumptions

Assumption that the distribution board is no greater distance than 20M from the position of the condensing units.

Materials and Schedule Breakdown

MECHANICAL

Ser	Description	Qty	Sched Ref	Rate A	Rate B	Rate C	Total
1	Indoor unit: outside wall or roof mounted condensing unit 240 V single phase pre-charged refrigerant line not exceeding 20m	2	U60 074	4537.79	197.61		9,470.80
	Sub Total Mechanical						9,470.80
	Adjusted total with mark up						

ELECTRICAL

Ser	Description	Qty	Sched Ref	Rate A	Rate B	Rate C	Total
1	4 core 1.5mm H07RNF cable	12M	Y61 028	1.16	2.24		40.80
2	3 core 4mm H07RNF cable	40M	Y61 031	4.49	2.24		269.20
3	40A Lockable rotary Isolator	2	Y72 033	30.21	20.60		101.62
4	75mm Light Duty Galv Cable Tray. 3M lengths	11	Y63 001/2	3.43	8.24		128.37
5	Standoff Brackets	32	Y63 043	2.12	7.06		293.76
6	4mm G/Y Single Core Cable	10M	Y61 049	0.27	2.24		25.10
	Sub Total Electrical						858.85
	Adjusted total with mark up						

Route Map

Scope of Works

Air Conditioning Installation Works

- Carry out works to position and fix indoor wall mounted units in agreed location.
- Pass pipe work through exterior wall through 40mm hole drilled at rear of indoor unit.
- Position both condensing units on outside wall as close to the indoor units as is practical, at a height that allows servicing without access equipment. Ideally just above ground level mounted on the brackets.
- Fix cable tray to outside of building using stand off brackets, self tapping screws and roffing nuts and bolts, on an agreed pipe work route.
- Remove all flare nuts from the indoor unit pipe connections and braze correctly formed sections of 3/8” and 5/8” copper pipe. Removal of the flare nuts will reduce the risk of a potential refrigerant leak.
- Install remaining sections of pipe and all insulation.
- Make off the flares for the connection to the condensing units.
- Secure all pipe work to the cable tray and connect to the condensing unit at the flare nuts, using a torque wrench.
- Carry out strength and leak test to pipe work on both units using Oxygen Free Nitrogen (OFN). Leak test connections with liquid leak detector and leave overnight to prove strength test and no potential minor leaks.
- Install 4 core 1.5mm power and control cable between evaporator and condensing unit, securing it to cable tray.
- Install 40A lockable 3 pole isolator within 1M of each condensing unit and connect a 4mm 3 core power supply cable to the terminals on the condensing unit.
- Install 20mm overflow pipe, to the flexible drain pipe coming from the evaporator, down to ground level and secure to cable tray.
- Upon successful pipe strength and leak test, discharge OFN from pipe work and connect vacuum pump to suction service valve and evacuate system down to 2 Torr.
- Shut vacuum gauge line and open condensing unit service valves to allow the pre charged R410A refrigerant into the system.
- Carry out all commissioning checklist tests and record unit details.

Route Map

Electrical Installation Works

- Carry out works to install cable tray from DB position to location of condensing unit isolators. Utilise 25mm blind grommets where cables pass through building fabric.
- Carry out installation of 2 circuits of 3 core 4mm cable from the condensing unit isolators to the DB position. Cables to be secured to the cable tray with cable ties every 300mm.
- Carry out shutdown of power to the building, at a pre arranged time, ensuring the correct Permits To Work are in place.
- Install 2 of 32A C Rated MCBs into the existing DB.
- Install the pre run cables into the DB ensuring the correct glands and internal routing is used.
- Label new MCBs to correspond with the labels on the new A/C rotary isolators.
- Ensure DB schedule is updated.
- Carry out works to test and commission the new supplies, as per the requirements of BS7671 17th Edition IEE Regulations.
- Re energise the panel and restore power to the building.

General

- All works on site to be carried out in accordance with the requirements of the Health and Safety at Work Act and in accordance with BS 8000 . 1:1989 Workmanship on building sites.
- All holes in building fabric be sealed with expanding foam where required.
- Site is to be cleared of all waste and disposed of in the approved and authorised manner.

Labour Requirements for Task

- 1 X UK Nat Electrician (AP) Part day
- 1 X TCN HVAC Technician: 2 Days
- 1 X TCN at Electrical Technician: 1 Day
- 1 X TCN Electrical Assistant: 1 Day
- 1X TCN HVAC Assistant: 2 Days

Schedule of Works

Day 1

- Installation of cable tray for Air Conditioning Units and Electrical Supplies.
- Installation of evaporator and condensing units
- Installation and pressure test of all pipe work

Route Map

- Installation of control circuit cables and drains
- Installation and testing of both new electrical supplies

Day 2

- Vacuum of new pipe work.
- Commission and test new units.
- Clear and tidy the work site and handover.

Route Map

SCENARIO 2

59.3.2 The external utility services are to be connected to 3 No Toilet Combination Units (TCU) located adjacent to an admin area in LKG. The units are currently connected to an electrical supply and are fully functional from an electrical installation perspective. The TCU are manufactured using a standard pattern ISO Container having a 25mm threaded male water connection, 38mm plastic grey push fit outlet and standard plastic black water push fit outlet grouped together at the bottom left hand corner of each unit. The requirement is to install an underground proprietary septic tank 10 metres to the rear of the TCU group location, one air tight inspection chamber (as the first point of connection immediately behind the group of TCU) and all interconnecting pipe to provide fully a functioning installation. The nearest water ring main connection point is 20 metres away adjacent to the cookhouse service pit. All services will run underground until the point of connection to each TCU.

Assumptions

There are no mechanical means of digging allowed at LKG.

The site conditions at LKG are 400 mm soft dig and then rock substrate. Previous examination of the substrate has shown it to be fractured and friable, in these conditions hand digging of the excavation is possible.

Sizing of the septic tank is difficult due to the numbers of personnel on site our experience has shown that all ablution units are used over and above their stated design capacities.

Materials pricing for unscheduled items are taken from quotations as per instructions in the schedules.

Materials and Schedule Breakdown

MATERIALS

Materials	Qty	Schedule Reference	Rate A (£)	Rate B (£)	Rate C (£)	Rate D (£)	Total
GRP Septic tank 9 cu m	1	Unscheduled	2,500.00				2,500.00
Total							2,500
Adjusted total with mark up							

BUILDING WORKS

Materials	Qty	Schedule Reference	Rate A (£)	Rate B (£)	Rate C (£)	Rate D (£)	Total
Excavation	22m^3	D20 012	15.85				348.7
Breaking out	20m^3	D20 019	53.82				1076.40

Materials	Qty	Schedule Reference	Rate A (£)	Rate B (£)	Rate C (£)	Rate D (£)	Total
Disposal off site	22m^3	D20 042	22.63				452.60
Inspection Chamber	One	R12 296	272.70				272.70
Total							2150.40
Adjusted total with mark up							

MECHANICAL

Materials	Qty	Schedule Reference	Rate A (£)	Rate B (£)	Rate C (£)	Rate D (£)	Total
Pipe uPVC 110 mm dia	12	Y10 409	43.03	9.46			629.88
110 mm seal rings	4	Y10 429	32.70	21.02			214.88
110 mm couplers	2	Y10 429	32.70	21.02			107.44
Waste Pipe uPVC 40 mm dia	12	Y10 406	7.80	6.94			176.88
Double bend socket 40 mm dia	6	Y10 426	13.22	13.24			158.76
Access bend 110 mm dia	3	Y10 429	32.70	21.02			161.16
Pipe connector 110 – 40 mm	3	Y10 429	32.70	21.02			161.16
Single branch double socket 110 mm dia	3	Y10 429	40.97	28.03			207.00
uPVC pipe 32 mm dia	24	Y10 405	5.69	6.31			288.00
uPVC pipe 25 mm dia	12	Y10 404	4.63	5.68			123.72
Tee 32 mm	3	Y10 425	4.21	15.14			58.05
Reducing bush 32-25 mm	3	Y10 425	2.85	11.35			42.60
Socket plain 32 mm	3	Y10 425	3.93	11.35			45.84
Socket plain BSP – uPVC	3	Y10 424	1.83	9.67			34.50
Union Plain BSP Male	3	Y10 424	7.73	9.67			52.20
Tee 90 deg 3 inch	1	Y10 428	27.94	28.82			56.76
Single Union Ball valve 25 mm	3	Y10 424	7.73	9.67			52.20
Double union ball valve 32 mm	1	Y10 425	9.64	11.35			20.99
Sand Bedding	250mm	BW 013			44.59		50.16

Route Map

Materials	Qty	Schedule Reference	Rate A (£)	Rate B (£)	Rate C (£)	Rate D (£)	Total
	x 4.5m2						
Concrete bedding	250mm x 4.5m2	BW 024			124.97		140.59
Total							2,782.77
Adjusted total with mark up							

DAYWORKS

Materials	Qty	Schedule Reference	Rate A (£)	Rate B (£)	Rate C (£)	Rate D (£)	Total
Dayworks TCN	1 day						
Dayworks 3 x LRW	1 day						
Crane	1 day						
Total							
Adjusted total with mark up							

Scope of Works

- Erect Barriers, put signage and hazard warning tape around proposed dig site.
- Dig permit/statement of known services to be issued and read.
- Hand-dig using Pick axe and shovel to a depth of 2m x 2m wide x 2.5m high.
- Install septic tank onto a bed of sharp sand 250mm thickness.
- Connect existing TCU's to septic tank using 110mm UPVC drainage pipe and fittings.
- Fill septic tank for ballast and back fill site.
- Construct a concrete apron over the septic tank with an inspection cover and vent.
- Connect above-ground waste pipes to 110mm below ground drain.
- Once concrete is cured (approx 7 days) empty septic tank with "honey sucker" waste tanker.
- Commission and test all pipe work.
- Ready for use

Route Map

Schedule of Works

Serial	Location	Start Time	Finish Time	Description of Works.
Day One				
1	Septic Tank	0800	1000	Set up excavation site cordon and control access. Put barriers and signage in place.
2	Excavation	1000	1800	Commence Excavation works ready for septic tank.
Day Two				
3	Excavation	0800	1800	Continue Excavation works for tank installation.
Day Three				
4	Septic Tank	0800	1000	Place sharp sand inside of excavation and lower tank onto bed of sand.
5	Excavation	1000	1800	Connect existing TCU's to septic tank using 110mm UPVC drainage pipe and fittings
Day Four				
6	Excavation	0800	1200	Fill tank for ballast and backfill excavation.
7	Excavation	1300	1800	Pour concrete into shuttering for a concrete apron complete with vent pipe and inspection cover.

After seven days of curing, remove shuttering, test and commission pipe-work and empty septic tank ready for use.

Attachment Ten

Assumptions

- Each TCU is classed as a separate building with a unique Asset Number.
- Each TCU was due a maintenance inspection on the same day (this would be the case in reality for units in the same area).
- In this case we have assumed the TCU is not a Tier 1 TDA unit but a component built Tier 2 structure as the components described do not match the Tier 1 assets.
- For the purposes of these questions it is assumed that the Authority will provide delivery.

Repairs to each TCU can be completed as remedial maintenance in accordance with Booklet 3 paragraph F2.4.1.

Parts per TCU	Costs
Replacement pressure gauge	£21.69
Replacement shower tray	£82.97
2 No shower curtains and rails	£64.24
4 No towel/coat hooks	£25.96
3 No mirrors	£338.22
3 No toilet door locks	£93.09
1 No soap dispenser	£17.93
1 No pair hinges	£2.81
Sub Total	£646.91
Labour: 12 man hours	
6 x UK Nat Plumber (£18.13/hr)	£108.78
6 x TCN Plumber (£3.01/hr)	£18.06
Total	£ 773.75

This figure for each task will be below the IRL and therefore the task will be completed in accordance with B3.2.2.

Route Map

Note: The suspected tampering of the pressure gauge was reported to the DFM and some of the other damage might also have been vandalism but as there was no conclusive proof, the replacement of the gauge and other items was included in the remedial costs. This will be monitored by the ISP and the DFM and a sign will be affixed to all the TCUs warning that equipment is not to be touched by unauthorized personnel.

The provision of the steps is a new requirement and would therefore be considered Minor New Works. An SOR should be raised for each set of steps in accordance with B3.3.3 however due to the low value of each task there could possibly be some discussion with the DFM/FM to raise one SOR to cover all five.

Parts per TCU:

Wooden battens 3" x 2" x 18 metres @ £1.35/m

Marine ply board 1.2m x 2.4m x 18mm x 2 sheets @ £32.02/sheet

Nails 1 Kg @ £1.41/Kg

Wood screws box 100 @ £5.88/box

Sub Total materials	£95.63
G&A	£4.78
Profit	£5.5
Total Materials (per TCU)	£105.91
Labour:	
2 x Technical Officer (£21.11)	£42.22
2 x UK Nat Trades (£18.13)	£36.26
2 x LRW Trades (£ 0.79)	£1.58
TOTAL per TCU	£185.97

2) Depending on the age and overall condition of the TCUs it may be appropriate to advise the Client that the TCUs are beyond their intended lifespan and complete refurbishment would be a better solution to continuous repair. Each TCU can be refurbished at a ROC of:

1 No hot water cylinder	£715.99
3 No WC pan, cistern & seat	£179.97
1 No urinal c/w waste	£315.31

Route Map

4 No basins c/w taps and wastes	£198.32
3 No toilet cubicle doors c/w hinges, handles & locks	£367.05
3 No toilet cubicle panels	£273.21
4 No shower trays c/w wastes	£331.88
3 No shower cubicle panels	£273.21
4 No shower curtains & rails	£128.48
4 No shower mixer valves	£198.96
Various drainage pipe & fittings	£200.00
Various water pipes & fittings	£200.00
4 No light fittings	£176.68
1 No electric heater IP rated	£26.61
1 No battery smoke detector	£6.47
Various electrical cable and MCBs	£200.00
1 No ACU 3.5 KW window unit	£561.11
Floor vinyl & adhesive	£71.28
4 No mirrors	£450.96
Steps	£95.63
Sub Total materials	£4,971.12
G&A	£248.56
Profit	£285.84
Total materials	£5,505.52
Labour:	
10 x Technical Officer (£21.11)	£211.10
10 x UK Nat Trades (£18.13)	£181.30
20 x TCN trades (£ 3.01)	£60.02
20 x LRW Trades (£ 0.79)	£15.08
Grand Total per TCU	£ 5,973.02

Route Map

This would be considered a Minor New Work and depending on the number of tasks that have fallen into this banding within the reporting period would determine the payment mechanism. This is in accordance with B3.4 and B3.5 of the Contract.

3) The TCUs may prove to be beyond economical repair due to structural failing and it could then be appropriate to advise to the Client that in the long run it would make more financial sense to replace the old TCUs with new ones at a ROC of:

6 No TCU	£49,586.28
6 No step	£573.78
Crane hire 1 day	£800.00
Sub Total materials £50,960.06	
G&A	£2,548
Profit	£2,930.2
Total materials	£56,438.26
Labour:	
10 x Technical Officer (£21.11)	£211.10
10 x UK Nat Trades (£18.13)	£181.30
20 x TCN trades (£ 3.01)	£60.02
20 x LRW Trades (£ 0.79)	£15.08
Grand Total per TCU	£56,905.76

If this option is chosen it would be above the Threshold limit and would be processed in accordance with B3.5 of the Contract.

Attachment Eleven

Assumptions

During site visit by the Technical Officer, it was found that there was a danger to personnel and road traffic of road collapse, we assume that the client would have given permission to close this road to all road traffic and pedestrian, owing to danger of road collapse.

We would also assume that the client would require a temporary blast wall in place while the damaged M1 HESCO has been removed.

The Hesco baskets are client supplied.

Should temporary barriers for traffic control be required, then these would be Authority supplied.

The problem of run off from the new gymnasium is not part of any snagging list for the builder to rectify.

On inspection it was found that the culvert wing wall and drainage pipe were damaged beyond repair.

Assume that there is guttering and down pipe already in place on the new gymnasium, and that it is within 20m of the V ditch.

Star rates (* Rate) have been used where items are not detailed within the contract specified schedules of rates, these rates would be agreed with the FM and form a register of additions prior to being used on subsequent costings.

Scope of Works

- Survey site
- Lay out area as per drawing
- Contractor to obtain permit to dig (Statement of known hazards)
- Inform client of need to close road for safety
- Erect safety barriers around danger areas
- Place temp blast wall
- Remove collapsing Hesco
- Excavate and remove culvert, concrete apron and wing walls to authorised dump
- Supply and install new culvert c/w concrete apron and wing walls

Route Map

- Make good V ditch
- Replace Mil 1 Hesco
- Remove temp blast wall
- Hand over of contractor works to FM
- Apply for dig permit (Statement of known hazards)
- Cat scan area
- Excavate trench
- Lay pipe work from gym to ditch
- Backfill trench, laying warning tape
- Inform FM of works completion and carry out hand over.

Materials and Schedule Breakdown Taken from PSA Schedule of Rates for Mechanical Services 2006.

Materials	Qty	Schedule Reference	Rate A	Rate B	Rate C	Rate D	Total (£)
'Cast iron tapered gully inlet:outlet 100mm nominal size:225mm high:cement joint:renewing	1Nr	‘R12105/3					105.56
'Polyethylene pipe: supports: 110 mm diameter: Any type	7M	‘Y10437/4		6.46			45.22
'Polyethylene pipe: supports: 110 mm diameter: BS Type: Black	7M	‘Y10437/1	21.82				152.74
'Polythene warning tape: with legend: 150mm wide x 0.10mm thick: laid in trench	100M				0.25		25

Unadjusted Total							328.52
KBR SoR %						-3%	
Total Price (£)							318.66

Materials and Schedule Breakdown

* Rate Breakdown.

* Rate 1 – Excavation and removal of 10M culvert pipe with reinforced concrete apron, silt trap, wing and head walls, complete reinstatement of ant-vehicle ditch 'V', includes for disposal of excess materials and leaving site level and free from debris

Sub Total Rate	£2,006.17 each.
G&A	£100.31
Profit	£115.35
TOTAL RATE	£2,221.83

* Rate 2 – Supply and install 10M of culvert pipe with reinforced concrete apron, silt trap, wing and head walls. In accordance w

Sub Total Rate	£3,395.06 each
G&A	£169.75
Profit	£195.22
TOTAL RATE	£3,760.03
* Rate 3 – Force protection	
Hesco barriers (enabling agreement) 370.00 per m x 30M	£370.00
Sub Total Rate	£11,100.00
G&A	£555
Profit	£638.25
TOTAL RATE	£12,293.25
GRAND TOTAL FOR JOB	£18,593.77

Route Map

Schedule of Works

Serial	Location	Start Time	Finish Time	Total Hours	Description of Works
1	Site			3mh	Survey Works
2	Site			2mh	Barrier off dangerous Hesco, and roadway over culvert
3	Office			5mh	Location, site and working designs/plans
4	Office			1mh	Dig Permit for rainwater pipe trench.
5	Site			1mh	Scan area of proposed trench dig
6	Site			2mh	Put up own barriers denoting work site.
7	Site				Remove fill and basket, and damaged Culvert Materials clear V ditch
8	Site				Supply and install new culvert pipe, concrete apron and wing walls
9	Site				Replace 30m of Hesco Mil 1 (baskets supplied by client)
10	Office			1mh	Hand over to FM of contractor work
11	Site			6mh	Lay underground rainwater pipe and connect to gym downpipe
12	Site			15mh	Backfill c/w warning tape
13	Office			1mh	Hand over to FM of contractor work

Attachment Twelve

Assumptions.

- The Post Office building is a tier 2 Type structure.
- The internal walls house electric supply's, cables, sockets etc, and that there is adequate spare ways in the DB to accommodate any additional equipment.
- DB is located near new offices
- Internal Partition walling is plywood with sound-block insulation.
- The work can be split between SDT and contractors
- Windows are UPVC inward opening.
- Single door changing to a double door is on an internal wall and are fire doors.
- Rear loading area opens onto the rear stair case
- It is assumed that during the pre tender stage it was agreed that all extra sockets and additional work were confirmed. (Lighting and sockets in offices)
- For the purpose of this question it is assumed the authority will provide delivery of materials.

This task has been taken as a normal new-works task. Depending on the specification of the original works some of the audit failure might be down to failure to comply with a performance specification. KBR would advise the FM to consult the contract to construct the post office and determine whether any of the works would be admissible under warranty against the original contractor.

Scope of Works

- Carry out site visit with client and
- Review (SDT CAD) technical drawing and floor plan layout.
- AP Electrical to apply PTW, then disconnect and make safe electrical supply at DB, remove electrical distribution supplies back to DB, to include all sockets, switches trunking/conduit etc
- Cordon off working area and restrict access to wall to be deconstructed.
- Deconstruct internal partition wall (25m) and remove waste arising from site and salvaging reusable material for use additional partition walling.

Route Map

- Make good floor and ceiling where foot & ceiling plates have removed.
- Construct 3 No Pod style offices using pre-used and additional material.
- Fit sockets switches, lighting etc into newly constructed offices.
- Deconstruct temporary counter and replace with new permanent purpose built counter complete with (lockable) access hatch.
- Arrange contractor to fit lockable roller shutters to newly constructed counter and ensure all in good working order.
- Fit steel lockable security bars to exterior of 6no existing windows, windows opening inwards and security bars wide enough to prevent person access/egress.
- Remove single door and door frame within the post office and remove further section of internal wall to allow for double door sized door frame.
- Install double door frame and (double swung) doors complete with door furniture, handles, viewing panels, kick plates etc Doors should be F60 rated complete with intumescent strip.
- Construct a loading bay with platform to be level with the rear of the mail truck this taking out need for hand transferring mail bags.
- Install demountable barrier at rear of platform edge
- Leave the timber staircase in situ for access between the levels when loading and unloading is not taking place.
- Carry out complete electrical testing as per 17th Edition of all electrical installation of newly constructed Post Office building.
- Make good by repair/replace floor covering as necessary and decorate new partitions with 2no coats of gloss white paint
- Inform FM and arrange handover BOO

Materials and Schedule Breakdown Taken from PSA Schedule of Rates for Building Works 2009

Materials	Qty	Schedule Reference	Rate A	Rate B	Rate C	Rate D	Total (£)
Counter, bench or worktop (measure top surface only):taking down	1.8M^2	'N10040/2			15.72		28.30
Counter, bench or worktop	1.8M^2	'N10040/1			23.04		41.47

Route Map

(measure top surface only):fixing only							
Renewing access hatch: 18 mm blockboard: fully insulated: fitting new draught strips ironmongery	Nr	'L20156			26.25		26.25
'Locking bar:with pivot and plate, hook plate and staple plate:600 to 1,000mm long:fixing only	6Nr	'P21075/2			8.20		49.20
'Plywood:floor:supplying and fixing:24mm thick	4.5M^2	'K11002/5			31.90		143.55
'Partition: any type: taking down	57.5M^2	'K10089			9.38		539.35
Wooden post and rail fencing:main post:set in concrete:taking down:softwood:nailed	9Nr	'Q40142/1			5.43		48.87
'Take out timber door and frame:any type:preparatory to renewing door or frame:cutting out fixings: per door leaf	1Nr	'L20171			16.12		16.12
'Panelled softwood interior stock pattern door: renewing: 34 mm thick: any size: plywood panels	1Nr	'L20028			110.48		110.48
'Butt hinges:fixing only:100 to 150mm	3Pr	'P21008/4			4.66		13.98
Thermoplastic and PVC tiling: new work: floor: level, to falls and crossfalls: exceeding 300 mm wide: supplying and fixing: PVC floor tiles: nominal size: 300 x 300 mm: normal	96M^2	'M50001/1			17.85		1,713.60

'Plywood:wall:supplying and fixing:18mm thick	47M²	'K11001/4			25.48		1,197.56
'Panelled softwood interior stock pattern door: renewing: 34 mm thick: any size: top panel glazed	Nr	'L20029			116.00		116.00
'Internal redecoration of existing property: to general surfaces of old painted work: walls: two undercoats and one coat of eggshell finish: per room: room size: 15.00 to 20.00 m2	M²	'M60059/4			142.07		142.07
Unadjusted Total							4,186.80
KBR SoR %						-3%	
Total Price (£)							10,132.05
Taken From PSA Schedule of Rates for Electrical Works 2006							
'Surface fluorescent luminaire: high frequency: double: low brightness louvres: 1500mm 58W	3Nr	V40039/2	160.78				482.34
'Surface fluorescent luminaire: high frequency: double: low brightness louvres: 1500mm 58W	3Nr	'V40039/5		23.54			70.62
'Pliable non-metallic conduit: diameter: 20 mm: Standard	40M	'Y60417/2	0.77				30.80
'Pliable non-metallic conduit: diameter: 20 mm: Any type	40M	'Y60417/4		8.71			348.40
'600 / 1000 V: flexible cable: stranded copper	100M	'Y61048/2	0.22				22.00

Route Map

conductors: PVC-insulated: for switchgear and controlgear to BS 6231: 2.5 mm2: Heat resisting: 105 deg C Tri-rated							
'600 / 1000 V: flexible cable: stranded copper conductors: PVC-insulated: for switchgear and controlgear to BS 6231: 2.5 mm2: Any type	100M	'Y61048/3		2.12			212.00
'600 / 1000 V: flexible cable: stranded copper conductors: PVC-insulated: for switchgear and controlgear to BS 6231: 1.5 mm2: Any type	100M	'Y61047/3		2.00			200.00
Unadjusted Total							1,366.16
KBR SoR %						22%	
Total Price (£)							1,666.72
GRAND TOTAL (£)							11,798.77

Schedule of Works

Serial	Location	Start Time	Finish Time	Total Hours	Description of Works	Discipline	Cost
1	Office	08:00	09:00	1	Obtain PTW from Elec AP	SDT/AP/ELEC	
2	Work Site	09:15	10:15	.1	Electrical Disconnection and locked Isolation	SDT/AP/ELEC	
3	Works Site	10:15	11:15	1	Review CAD drawings	SDT/TO	
4	Works Site	11:15	12:00	.75	Cordon and barrier deconstruction site	SDT	
5	Works Site	12:15	18:00	5.75	Deconstruct 25M Wall	SDT	
DAY 2							
6	Works Site	08:00	18:00	10	Deconstruct 25M Wall	SDT	
7	Works Site	08:00	1800	10	Deconstruct Temporary Counter	SDT	

Route Map

8	Works Site	08:00	18:00	10	Fit steel Lockable security Bars on Windows	Contractor	
DAY 3							
9	Works Site	08:00	18:00	10	Fit Steel Lockable security bars on Windows	Contractor	
10	Works Site	08:00	12:00	4	Make good floor and ceiling 25M Wall	SDT	
11	Works Site	08:00	18:00	10	Construct permanent purpose built counter	SDT	
12	Works Site	12:00	18:00	6	Remove single door and frame and prep for double door	SDT	
Day 4							
13	Works Site	08:00	18:00	10	Fit double door as Ser 12	SDT	
14	Works site	08:00	18:00	10	Fit Roller shutter door at newly constructed counter Ser 11	Contractor	
15	Works Site	08:00	18:00	10	Construct POD style offices	SDT	
Day 5							
16	Works Site	08:00	18:00	10	Construct POD style offices	SDT	
17	Works Site	08:00	18:00	10	Construct a loading bay at rear of PO	SDT	
Day 6							
18	Works Site	08:00	18:00	10	Construct POD style offices	SDT	
19	Works Site	08:00	18:00	10	Construct a loading bay at rear of PO	SDT	
Day 7							
20	Works Site	08:00	18:00	10	Install electrics in POD's sockets, lights etc.	SDT	
Day 8							
21	Works Site	08:00	12:00	4	Install electrics in POD's sockets, lights etc	SDT	
22	Works Site	12:00	18:00	6	Carry out complete Electrical testing to 17th Edition	SDT	
Day 9							
23	Works Site	08:00	12:00	4	Tidy site and make good any snagging	SDT	
24	Works Site	12:00	18:00	6	Inform FM and request handover (BOO)	TO/O&M/FM	

Route Map

Role of ISP(A)

KBR is responsible for: -

- Build timescale.
- HSE, CDM and SSW.
- Adhere to KBR and military work practices.
- Construction to required standards.
- All testing, inspecting and commissioning prior to handover.

Role of Authority

The Authority is responsible for: -

- Ensuring the competence and resources of the appointed contractor (KBR).
- Approving cost estimates prior to construction.
- Raising appropriate documentation to initiate construction F1097 (if not within the value bandings in DP3).
- Providing pre construction information to KBR.
- Providing safe working environment.
- To manage the site handover from construction to maintenance operations.

To interface with the end user and ensure that the SOR reflects the end user requirements.

Should the task have come in at £ 295K, which is above the £250K upper Ordered Works limit, KBR understands that it would usually be passed to the RE Works Group Works Contract Officer for separate contract action.

At this point KBR would offer various alternatives to assist the Authority in obtaining Savings and Value for money by collaborative action, potential discounts and value engineering:

Collaboration

There is significant advantage to be gained from the collaborative and partnering nature of the relationship that KBR has with the Authority under the ISP Contract. The KBR Asset management team Technical Officers would assist where required with the production of SORs and completion of specifications with the benefit of our experience of the locations, minimum military requirement standards and the end user requirements.

Route Map

KBR will ensure that any designs are suitable for the task considering the following areas:

- End User Requirements.
- Minimum Military Requirements.
- Compliance to UK Statutory Regulations.
- Proposed Duration and Usage of Facility.
- Maintainability.
- Whole Life Cost of the Facility.

Further advantage would be gained from the use of KBR's management function, already paid for under DP1. This will include conduct of the design, specification and tendering process, provision of CDM appointments and provision of site supervision. Authority experience should show that KBR will ensure that the site is run fully compliant with Authority statutory and regulatory requirements taking into account the exigencies of the operational environment. KBR's provision of these functions would release military effort for management of other operationally essential tasks.

Pricing

The contract prices are calculated using the specified schedule of rates. The uplift rates supplied by KBR for consideration under this contract are based upon minor works up to £250K being self delivered.

In the case of larger works there may be a case for offering bulk discounts, especially where the works are of a nature that would make sub-contracting of the delivery element by KBR a preferred option, e.g. large-scale concreting works or self contained construction. In the case of works of this nature KBR would initially cost works using the schedule of rates, then compare the competitive tenders received. If there was a large differential between the calculated cost and the tender return cost KBR may be in a position to offer a discount based on our actual costs to complete the task.

In all commercial activities KBR follows the MOD approved Anti Fraud and transparency processes which would allow the Authority full access to all costs of this nature. This transparency ensures that we would seek a collaborative negotiated solution and pass any potential savings onto the Authority.

Value Engineering

KBR would seek to ensure Value for Money and best whole life cost for tasks using the following practises:

Route Map

- As the O&M contractor KBR will have a vested interest in ensuring the design and construction of any task is suitable to be maintained effectively, using our experienced design team who operate in close liaison with our O&M teams will ensure that any construction designs are specified with maintenance in mind. This will mean that KBR's design will use standardised components to reduce maintenance stockholding and will use components of sufficient quality to minimise the overall total cost of installation and maintenance. An added advantage of this approach is reduction in the logistic load into theatre.
- KBR's delivery strategy is to maintain a core stock of materials and components on site for O&M and New Works Construction. This will allow tasks to be initiated quickly using stock components, minimising the lead time for the project. It further ensures that components used in construction are compatible and available for maintenance.

We would ensure that a discrete and dedicated task team will construct and then hand over the commissioned asset to the maintenance team. The handover will be managed by the FM using the accepted DIO/RE Works Group hand over procedures. This will ensure a clear demarcation between construction and O&M activities. The main advantage to the Authority will be that as all aspects of the construction and maintenance are managed by KBR we will internally resolve all warranty issues, minimising the time and effort expended by Authority staff and eliminating the problems caused by disputes over allocation of responsibility.

Route Map

Attachment Thirteen

- KBR will ensure that the Statement of Requirement (SOR) accurately reflects the task, we work closely with the Facilities Manager (FM) and his Deputies to ensure that the end user receives what is required. KBR is fully aware of the potential hazards in making variations based upon end user requirements therefore all changes will only be accepted from the FM or his designated deputy.
- Works planning - a Microsoft project work plan has been incorporated as Appendix 1 to this submission.
- KBR is well practised in the dismantling, storing, moving and erecting temporary structures as the PC-ISP Contractor for the past 4 years. We would use the dedicated storage facility located at Camp Bastion to move all components prior to refurbishment as required prior to re-deploying.
- The specification for building and ground works required in the completion of this task are attached as Appendix 2 to this submission.
- Electrical and mechanical installation. All electrical and mechanical installations will be supervised and tested by UK qualified and accredited tradesman in accordance with the appropriate British Standards, Approved Codes of Practice and Defence Estates policy documents.
- KBR will be responsible for the testing, commissioning and preparation of all documentation required for facilities handover.
- The FM will be required to convene the handover and invite all appropriate parties.

  Normally the following personnel will be involved at the handover stage.

  Facilities Manager - To ensure the facility meets the statement of requirement.

  End User - To confirm the SOR meets the user requirement.

  Fire Officer and other subject matter experts.

  The construction organization – To present the building and associated Health and Safety packs.

  The maintenance organisation –To receive the building from the FM and assist in quality inspections.

Route Map

- All construction carried out by KBR is completed to UK standards, using UK trained and qualified personnel to commission and test. Standards are maintained by rigorous monitoring of work standards by our management team.
- Our in-theatre H&S Manager will ensure that the methodology adopted complies with the construction Health & Safety Plan. This is a control system which sets out the site safety management arrangements together with safe working procedures to control risks during construction. In addition he will be responsible for providing all personnel, materials and equipment to operate Safe Systems of Work (SSoW) effectively and efficiently.
- The CDM co-ordinator will act as a key project advisor to the Authority in respect of construction H&S risk management matters. KBR will ensure proper co-ordination of the H&S aspects of the design/construction process; facilitate good communication and co-operation between project team members and prepare the H&S file. Through early involvement with the Authority, the KBR CDM co-ordinator will make a significant contribution to reducing risks to workers during construction, and to contractors and end users who work on or in the structure after construction.
- All manpower resources used in the construction of this facility will be KBR direct employees, KBR will not sub let or sub contract any portion of the works.
- During ongoing usage of the site any remedial repairs required will be managed by the use of the dedicated Help Desk that will be in place to facilitate the contract delivery. Replacement components for ITC equipment are of military supply and will be sourced using the method shown in the flow chart attached as appendix 3 of this submission.
- t is KBR policy to restore all tier one sites back to there original condition on removal. This is carried out in conjunction with the FM to decide if any areas will be retained for re-use (Concrete hardstanding) maximum reuse of all materials will be employed and all arisings that are not suitable for re-use will be disposed of using the appropriate mechanisms. As the equipment used in the construction of Tier one sites is Government Supplied it will passed back through the military disposal chain for appropriate action.

Assumptions

- The existing ACT build programme would be adjusted to allow for this construction to be scheduled.
- That the military would move all the containers from BSN to the proposed site in Kabul.

Route Map

- All replacement ITC components required will be supplied by the Authority prior to the scheduled construction in Kabul.
- Some additional drainage and fencing. is required over and above the standard camp layout. This drainage and fencing is priced separately below.

Cost breakdown

Item	Qty	Unit Price (£)	Total Price (£)
Cat - Wire Fencing.	695.00	£160.00	£111,200.00
Gates - Double Vehicle.	2.00	£5,000.00	£10,000.00
Trenching and 110 PVCU:	316.00	£500.00	£158,000.00
Trenching and 160 PVCU:	48.00	£500.00	£24,000.00
Trenching sundries	1	£4,000.00	£4,000.00
Grease Trap.	1.00	£10,000.00	£10,000.00
Soakaways.	2.00	£10,000.00	£20,000.00
Inspection Chambers.	5.00	£1,500.00	£7,500.00
Sub Total			£344,700.00
G&A			£17,235.00
Profit			£19,820.25
TOTAL FOR ADDITIONAL WORKS			£381,755.25
Cost for removing Camp but not Hesco			£20,556.36
Cost for removing Camp including Hesco			£23,509.66
Cost for emplacing Camp at new site but not the Hesco			£77,086.35
Cost for emplacing the Camp at the new site including the Hesco. Assuming Authority provide Hesco and fill.			£84,486.35

Role of ISP(A)

- KBR is responsible for the following: -
- Build timescale
- HSE, CDM and SSW
- Adhere to KBR and military work practices
- Construction of camp to required standards
- All testing, inspecting and commissioning prior to handover

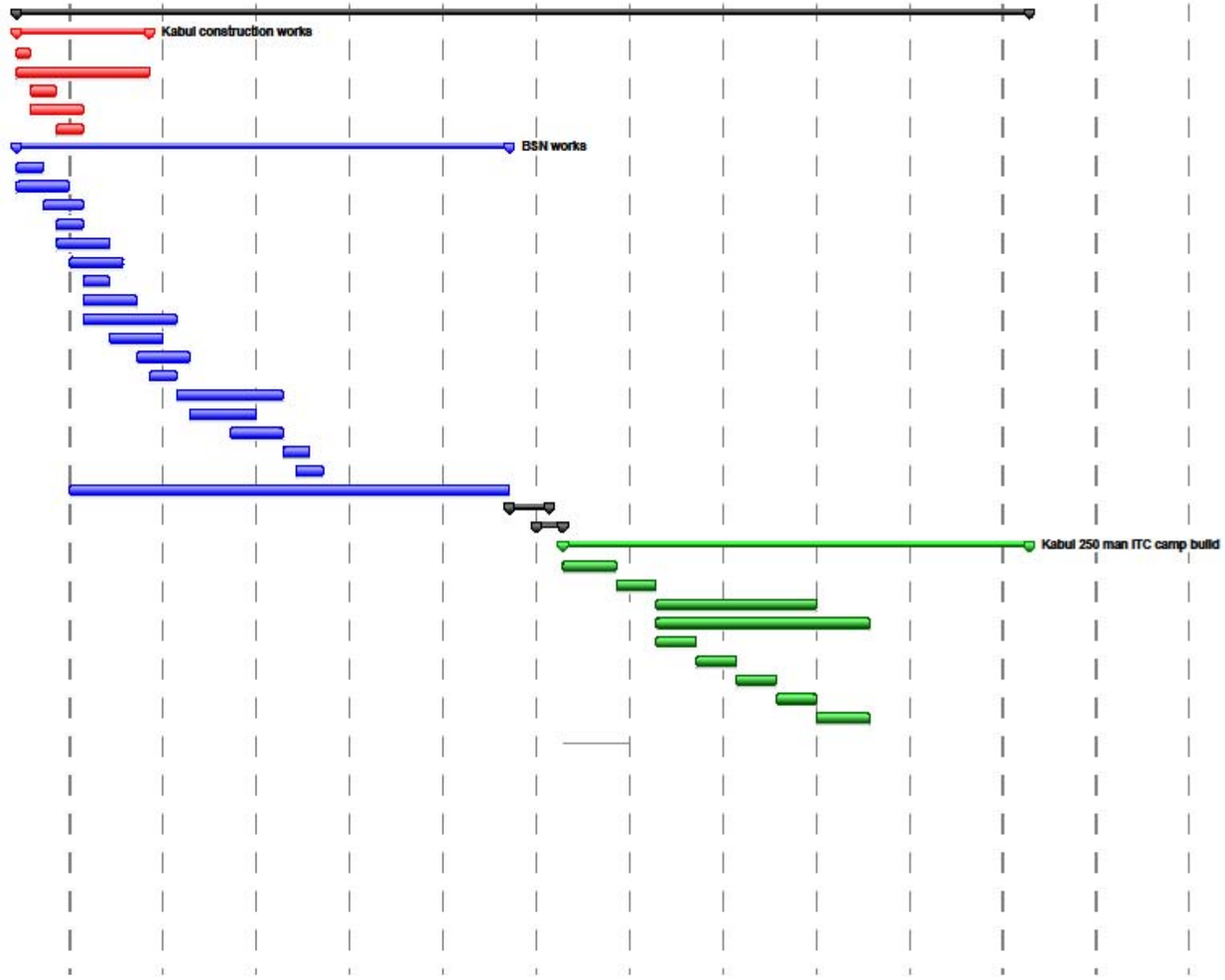
Role of Authority

The Authority is responsible for: -

Route Map

- Ensuring the competence and resources of the appointed contractor (KBR)
- Managing the total T1 build programme in conjunction with KBR to ensure availability of resources. In the case of re-programming not being possible then KBR will require sufficient notice (Approx 6 weeks) to mobilise additional manpower.
- Providing pre construction information to KBR
- Providing safe working environment.
- To manage the site handover from construction to maintenance operations.
- To interface with the end user and ensure that the SOR reflects the end user requirements.

ID	Task Name	Duration	Start	Finish
1	Camp 259, relocation to Kabul	76 days	Thu 26/05/11	Tue 09/08/11
2	Kabul works	10 days	Thu 26/05/11	Sat 04/06/11
3	Ground preparation	1 day	Thu 26/05/11	Thu 26/05/11
7	Hesco phase 1	10 days	Thu 26/05/11	Sat 04/06/11
4	Generator Bases	2 days	Fri 27/05/11	Sat 28/05/11
5	Ditches, culverts, access routes etc	4 days	Fri 27/05/11	Mon 30/05/11
6	Pits and Ducts	2 days	Sun 29/05/11	Mon 30/05/11
8	BSN, dismantle 250 man ITC	37 days	Thu 26/05/11	Fri 01/07/11
9	Remove Eco grid walkways	2 days	Thu 26/05/11	Fri 27/05/11
10	Remove outer Hesco walls & fill	4 days	Thu 26/05/11	Sun 29/05/11
11	Remove PW & WW pipes	3 days	Sat 28/05/11	Mon 30/05/11
12	Excavate septic tanks & backfill	2 days	Sun 29/05/11	Mon 30/05/11
13	Dismantle Accomodation phase 1	4 days	Sun 29/05/11	Wed 01/06/11
14	disconnect generator farm	4 days	Mon 30/05/11	Thu 02/06/11
15	Dismantle Oxfam tanks	2 days	Tue 31/05/11	Wed 01/06/11
16	Dismantle Accomodation phase 2	4 days	Tue 31/05/11	Fri 03/06/11
17	Remove all electric cables	7 days	Tue 31/05/11	Mon 06/06/11
18	Dismantle Accomodation phase 3	4 days	Thu 02/06/11	Sun 05/06/11
19	Dismantle Accomodation phase 4	4 days	Sat 04/06/11	Tue 07/06/11
20	Remove fuel tanks & pipework	2 days	Sun 05/06/11	Mon 06/06/11
21	Remove all electric units	8 days	Tue 07/06/11	Tue 14/06/11
22	Dismantle office shelters	5 days	Wed 08/06/11	Sun 12/06/11
23	Remove all containerised units	4 days	Sat 11/06/11	Tue 14/06/11
24	Clear site of any outstanding materials	2 days	Wed 15/06/11	Thu 16/06/11
25	Relevel camp ground area	2 days	Thu 16/06/11	Fri 17/06/11
26	Logs, clean, manifest, containerise	33 days	Mon 30/05/11	Fri 01/07/11
27	Transport all ISO's to Kabul	3 days	Sat 02/07/11	Mon 04/07/11
28	Move construction team to Kabul	2 days	Mon 04/07/11	Tue 05/07/11
29	Build 250 man ITC in Kabul	35 days	Wed 06/07/11	Tue 09/08/11
30	Setting out tentage	4 days	Wed 06/07/11	Sat 09/07/11
31	Costruct accommodation Pod 1	3 days	Sun 10/07/11	Tue 12/07/11
32	Internal electrics pods 1,2,3,4	12 days	Wed 13/07/11	Sun 24/07/11
33	HVAC instalation	16 days	Wed 13/07/11	Thu 28/07/11
34	Costruct accommodation Pod 2	3 days	Wed 13/07/11	Fri 15/07/11
35	Costruct accommodation Pod 3	3 days	Sat 16/07/11	Mon 18/07/11
36	Costruct accommodation Pod 4	3 days	Tue 19/07/11	Thu 21/07/11
37	Construct office & welfare pods	3 days	Fri 22/07/11	Sun 24/07/11
38	Internal electrics offices & welfare	4 days	Mon 25/07/11	Thu 28/07/11
39	Generator farm installation	5 days	Wed 06/07/11	Sun 10/07/11
40	Fuel tanks & pipework installation	2 days	Sat 09/07/11	Sun 10/07/11
41	LGIU, GIU, UCU & LDU installation	7 days	Mon 11/07/11	Sun 17/07/11
42	Run out all cables	5 days	Mon 18/07/11	Fri 22/07/11
43	Electrical test and inspection	10 days	Sat 23/07/11	Tue 09/08/11
44	Test ECU's	6 days	Sat 30/07/11	Thu 04/08/11
45	Excavation for septic tanks	3 days	Wed 06/07/11	Fri 08/07/11
46	Construct Oxfam tanks	5 days	Sat 09/07/11	Wed 13/07/11
47	Position and Connect TCU's	7 days	Thu 14/07/11	Wed 20/07/11
48	Laundry set up	2 days	Thu 21/07/11	Fri 22/07/11
49	PW & WW installation	5 days	Sat 23/07/11	Wed 27/07/11
50	TCU's testing & commisioning	4 days	Thu 28/07/11	Sun 31/07/11
51	Lay Eco grid walkways	3 days	Mon 01/08/11	Wed 03/08/11



OUTLINE SPECIFICATION - CIVIL

1. General. The area is to be clear from rubble or debris prior to any works being carried out. The ground level is to be excavated as required to allow concrete slabs for all the structures to be on a firm and level base.

2. Geotechnical Survey. The PC shall conduct a geotechnical survey of the site and soil analysis in accordance with BS 5930, BS 1377 and provide the Authority with a report of the findings.

3. Ground Water Level. The PC shall establish if the ground water level will impact on the works and provide the Authority with a report of the findings.

4. Preparatory Work. The PC shall:

Request a statement of known services prior to any groundwork's taking place. Advice on the process can be sought from the Authority.

Identify all local services and take adequate precautions to protect such services from damage for the duration of the works.

Inform the authority immediately if any unknown services are discovered that will impact the works.

Clear and remove from the site all arisings. Where stockpiling is unavoidable, measures are to be taken to provide adequate dust suppression.

Compact the sub grade before placing and compacting fill as necessary to make up levels.

Excavations

5. General. In general all excavations are to be carried out to BS 6031 and BS 8000-1.

6. Preparatory Work. The PC shall:

Reduce the existing formation level of the site as necessary.

All vegetation and organic material is to be excavated and removed from site to a location confirmed by the Authority. The sub grade is to be compacted until refusal ensuring soft spots are identified and remedial action taken to ensure an even and firm base is achieved.

Do not import or use fill materials which would, either in themselves or in combination with other material or ground water, give rise to a health hazard, damage to building structures or instability in the filling.

7. Specific Works. The PC shall provide lifting plant such as a crane for lifting all the new structures into position. The lifting plant shall be suitable for the purpose of work and in line with current BS

7157 (power driving mobile cranes) and BS CP310 (safe use of cranes). All slings and shackles shall follow the guide lines of Provision and Use of Work Equipment Regulations (PUWER). A banksman shall be required when carrying out any plant work on the site

Placing Fill

8. General. The PC shall:

Ensure that excavations and areas to be filled are free from loose soil, rubbish and standing water.

Place and compact fill against structures, membranes or buried services in a sequence and manner which will ensure stability and avoid damage.

Ensure plant employed for transporting, laying and compacting shall be suited to the type of material.

Setting Out

9. General. The PC shall:

Be responsible for setting out the site in accordance with the design.

Confirm any setting out with the Authority prior to pouring any concrete.

Formwork

10. Design. The formwork shall be designed in accordance with relevant regulation provisions for anticipated loads, lateral pressures and stresses. The design shall take into account all British Standards, Eurocodes, and Regulations as applicable.

Formwork Material Shall be:

Timber or steel to provide a high standard of finish particularly on the exterior of all structures.

Rigid durable and suitable for re-use during construction and of sufficient strength to support the weight of the wet concrete during placing and finishing operations. Moreover, the formwork must be sufficiently robust to withstand jet eflux.

Constructed accurately and robustly to produce finished concrete to the required dimensions. Formed surfaces shall be free from twist and bow, all intersections, lines and angles being square, plumb and true.

Laid to line and level and adequately braced during placing operations to withstand, without springing or settlement, the impact and vibration of the spreading, compacting and finishing operations.

Constructed to prevent loss of grout, using seals when necessary.

Secure tight against adjacent concrete to prevent formation of steps.

Adequate depth to fully support the nominal thickness of the slab. The thickness of packing below the forms shall not exceed the irregularity of the surface permitted by this specification, specifically ± 3mm over a 3m straight edge.

Forms are to be coated in release oil to aid in striking.

Concrete Structures

1. General. The PC shall be fully responsible for the design and construction of anyreinforced concrete floor and other foundation bases, but shall comply with the following

Hot and Cold Weather Concreting. The PC shall ensure that suitable consideration is given to the placing of concrete in hot and cold weather and appropriate precautionary /avoidance measures are to be undertaken in order to minimise shrinkage cracking. Concrete is not to be laid if the concrete temperature is below 5°C or above 30°C. The Authority is to be informed the day prior to placing of any concrete, to facilitate Authority concurrence testing.

Placing and Compacting. At the time of placing concrete, the PC shall ensure that all surfaces on which concrete is to be placed are clean, with no debris or free water. The concrete is to be placed while sufficiently plastic for full compaction. Do not add water or re-temper mixes and do not place concrete against frozen or frost covered surfaces. Fully compact to full depth (until air bubbles cease to appear on the top surface). Care is to be taken to prevent over vibration and separation of the mix.

Curing and Protecting. Prevent surface evaporation from concrete surfaces by covering with polyethylene sheeting or other suitable method as soon as practicable after completion of placing and compacting, removing only to permit any finishing operations and replacing immediately thereafter. Alternative curing compounds may be submitted to the Authority prior to use.

Concrete Finish. Carry out all finishing operations at optimum times in relation to the setting and hardening of the concrete. Do not wet surfaces of concrete to assist surface working. Do not sprinkle cement on to surface. The surface of the concrete shall receive no special treatment other than finishing operations required to produce the specified degree

of accuracy of the surface level and edges are to have a 5 mm bull nose edge applied. Any exposed concrete edges are to have a 25 x 25 mm chamfered finish applied to prevent damage when striking formwork.

Surface Accuracy. The concrete is to be placed with a surface tolerance of +/- 3 mm over a 3 m straight edge.

Traffic on Finished Concrete. With the exception of plant and equipment required for the cutting of any sawn contraction joints, the fresh concrete shall not be subjected to the weight of any traffic for a period of at least 7 days.

Results. The PC shall carry out 7 and 28 day cube testing of every batch of concrete during the Construction. The results shall be submitted daily by the PC to the Authority and will be compared against the Authorities independent test results. Any concrete not forecast to meet the requirement of the 28 days strength at the 7 day cube test shall be replaced at expense to the PC. The Authority shall be notified 24 hrs prior to the PC pouring concrete.

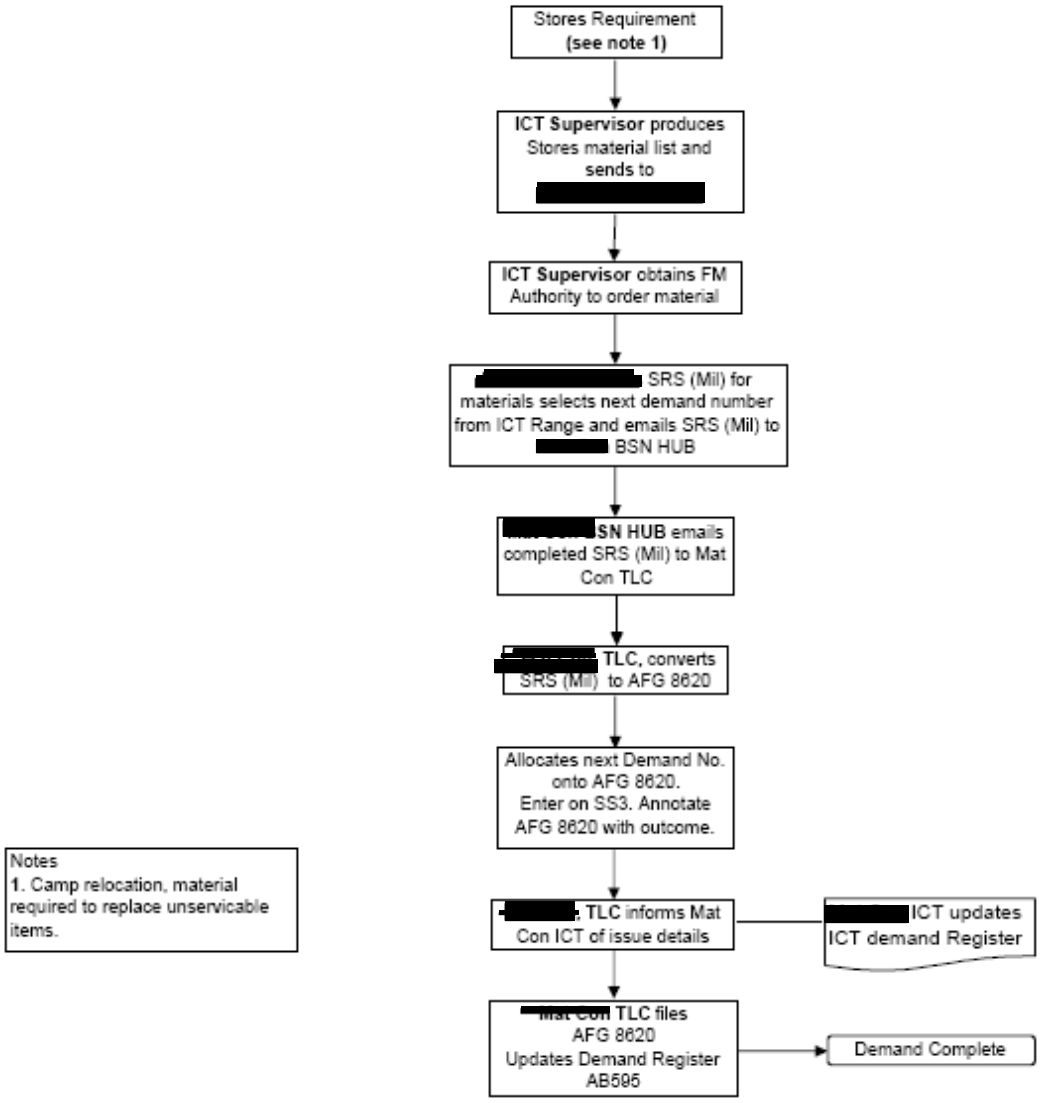
Ground Drainage

1. Drainage. The PC shall design and install an adequate drainage system, which shall be incorporated into the BSN drainage system. The drainage system is not to flood other authority facilities or areas.

1. Culverts. The PC shall construct culverts as required. Culverts are to be constructed of concrete and have a minimum of 600 mm cover. The culvert wall and wing walls are to be constructed of reinforced concrete. Standard culvert details are shown on Dwg No.HERR/KBR/DMT/44951/C/05.

Route Map

PROCESS - ITC DEMAND



Route Map

DP5 - ASSET CONSOLIDATION TEAM						
ACT- 250 MAN CAMP						
			Force Protection.			
			DWG: 64/20118/01/C/02A & 64/20118/01/C/05A.			
			Hescos.			
			Cat - Wire Fencing.			
			MOD Standard. 2.4m High, V-Post & Wire (Mesh), Razor wired top.			
2/	72.00	144.00				
2/	110.00	220.00				
	64.00					
	175.00					
2/	46.00	92.00	+			
		695.00		695.00	£160.00	£111,200.00
			Gates - Double Vehicle.			
			To Suit Above.			
	2.00					
		2.00		2.00	£5,000.00	£10,000.00
			Drainage.			
			DWG: 64/20118/01/C/08A			
			Trenching and 110mm PVCU.			
	64.00		Based on assumptions as no dims on the drawings.			
1.3/	45.00	180.00				
	16.00		Based on recent costs.			
	56.00	+				
		316.00	Trenching and 110 PVCU:	316.00	£500.00	£158,000.00
			Assumption / Prov Sum Sundries & Connections:			£3,000.00
			Trenching and 160mm PVCU.			
			Based on assumptions as no dims on the drawings.			
			Based on recent costs.			
	48.00					
		48.00	Trenching and 160 PVCU:	48.00	£500.00	£24,000.00
			Assumption / Prov Sum Sundries & Connections:			£1,000.00
			Grease Trap.			

Route Map

		Size Unknown.			
		Prov Sum Based on Similar works.			
1.00					
	1.00	Grease Trap, Prov Sum:	1.00	£10,000.00	£10,000.00
		Soakaways.			
		3000mm x 3000mm x 4000mm.			
		Prov Sum Based on Similar works.			
2.00					
	2.00	Soakaways, Prov Sum:	2.00	£10,000.00	£20,000.00
		Inspection Chambers.			
		450mm Dia Inspection Chambers.			
		Spec' Unknown.			
		Prov Sum Based on Similar works.			
5.00					
	5.00	Inspection Chambers, Prov Sum:	5.00	£1,500.00	£7,500.00

Route Map

Attachment Fourteen

The contract covers supply and erection of cabins with reasonable enabling works. In this case we would intend to provide the cabins and foundations (whether raised or not) within that price. Duckboards are not a usual item and so have been priced separately, as has the enabling groundworks for the TCU and the provision of vehicle parking area and dust suppression, using 100 mm of aggregate.

Roles are as follows:

FM is responsible for the provision of the statement of requirement detailing what is needed and by when including priority. The FM would also make the decision if there is a need to reprioritise tasks to allow completion within the time available. The FM will gain internal approval to implement the works within the expected price.

KBR is responsible for providing the price for the works.

The FM is responsible for agreeing the price and instructing KBR to complete the works.

KBR is responsible for completing the works on time and within the agreed firm price.

The FM is responsible for accepting the works and for handing to KBR for maintenance.

Assumptions

The client shall provide the TCU.

There is a requirement to connect into a septic tank and pipe work adjacent to the TCU. This will be included by KBR.

The cabins are required to be supplied complete with Air Conditioning.

The raised foundations are inclusive of the cabin supply costs.

The cabins will be fully fitted as per KBR specifications, this will include but not limited to: Correct sized ACU's, emergency and office lighting to British Standard, steps to each cabin, switched outlets etc.

The vehicle parking area is approximately 10m x 5m

Z m of force protection barriers are to be provided. KBR has priced for 110m of T Walling

Route Map

Materials and Schedule Breakdown Task cost

Materials	Qty	Schedule Reference	Rate A	Rate B	Rate C	Rate D	Unit Price	TOTAL
Cabins								
Single Storey Cabins (Enabling Agreement)	2						$16,855.00	$33,710.00
Open Plan Cabins (Enabling Agreement)	6						$16,855.00	$101,130.00
Total price cabins (a conversion rate of 0.61 has been used for this example)								£82,219.51
TCU								
TCU Enabling works	1						£830.75	£830.75
G&A and Profit							10.75%	£89.31
Labour (8hrs UK Nat)	8						£18.13	£145.04
Total price TCU								£1,065.10
Power supply								
Generator interface unit	1						£17,955.34	£17,955.34
G&A and Profit							10.75%	£1,930.20
Labour (24hrs UK Nat)	24						£18.13	£435.12
UCU	2						£1,296.73	£2,593.46
G&A and Profit							10.75%	£278.80
Labour (8hrs UK Nat)	16						£18.13	£290.08
Total price Power supply								£23,483.00
Groundworks								
Dust suppression	1				£12,500.00			£12,500.00
Force Protection	110				£370.00			£40,700.00

Route Map

Duck Boards	16				£57.00			£73.00
G&A and Profit							10.75%	£5,726.85
Total price groundworks								£58,999.85
Drainage Taken from PSA Schedule of Rates for Building Works 2009								
110mm Coupling	2	R1002/5				£4.62		£9.24
110mm 90 deg elbow	4	R1100/42				£17.80		£71.20
KBR % SoR							142%	
Total price drainage								£194.66
Power Supply Cable								
Cable							$100/m	$12,000.00
Total price cable (a conversion rate of 0.61 has been used for this example)								£7,317.07
TOTAL PRICE								£173,279.19

Scope of Works

- Lay out the area as per drawing
- Obtain a permit to dig
- Carry out CAT scan of the proposed dig area
- Carry out minimal ground works to level the area
- Lay dust suppression
- Lay blocks for Cabins, and TCU
- Assemble cabins
- Position TCU
- Excavate trench for TCU pipe work
- Connect water and drainage pipe work to TCU and water tank
- Install Generator, Fuel Tank
- Install GIU

Route Map

- Install earthing pit
- Surface lay electrical cable to Cabins and TCU
- Surface lay electrical cable to water booster pump at Water tank location.
- Lay ECO grid as walkways around cabins and offices
- Carry out dead test on Cabins and TCU in accordance with BS7671 and 17th Edition
- Energise Power supply from generator to the GIU
- Complete live testing of Cabins and TCU in accordance with BS7671 and 17th Edition

Schedule of Works

Serial	Location	Start Time	Finish Time	Total Hours	Description of Works	Discipline	Cost
DAY 1							
1	Office	08:00	14:00	7	Prep Drawing	CAD	
2	Ground	08:00	10:00	2	Cat Scan	Contractor	
3	Ground	10:00	18:00	8	Level Ground and lay dust suppression	Contractor	
4	Ground	08:00	18:00	10	Lay blocks for cabins	Contractor	
DAY 2							
5	Cabins	08:00	18:00	10	Erect Cabins	Contractor	
6	Cabin	08:00	14:00	6	Install TCU	SDT	
7	Cabin	08:00	18:00	10	Dead test cables in TCU	SDT	
8	Ground	10:00	18:00	8	Dig Pit for septic tank	Contractor	
9	Ground	10:00	14:00	4	Install water tank	Contractor	
10	Ground	08:00	18:00	10	Dig trenches and lay pipe work for Septic tank	Contractor	
DAY 3							
11	Cabins	08:00	18:00	10	Erect Cabins	KBR	

Route Map

12	Ground	12:00	13:00	1	Lay warning tape and back fill trench	SDT	
13	TCU	12:00	18:00	4	Install surface laid water pipe work	SDT	
14	Site	08:00	12:00	4	Fit GIU to Pad	SDT	
15	Generator/Site	12:00	18:00	6	Dig all earthing pits Test and connect	SDT	
Day 4							
16	Cabins	08:00	18:00	10	Erect Cabins	KBR	
17	Site	08:00	12:00	6	Surface lay power cable for each cabin and TCU	SDT	
18	Generator	08:00	12:00	4	Connect cables between Generator and GIU	SDT	
26	TCU/Booster Pump Set	12:00	18:00	6	Connect supply cable to TCU/Booster Pump Set	SDT	
Day 5							
27	Cabins	08:00	12:00	6	Erect Cabins	Contractor	
28	Cabins	14:00	18:00	4	Fit Socket to each cabin supply cable and dead test each cable	SDT	
29	Cabins	12:00	18:00	6	Dead test each cabin	Contractor	
Day 6							
30	Generator	08:00	12:00	4	Test run generator and check supply to GIU	SDT	
31	Cabins	12:00	18:00	6	Live test all Cabins	Contractor	

Route Map

32	TCU	12:00	13:30	1.5	Live test TCU	SDT	
33	Water Pump Booster set	12:00	13:30	1.5	Connect and test WPBS	SDT	
34	Site	13:30	18:00	4.5	Inspect all installations	TO/SDT/ Contractor	
Day 7							
35	Ground	08:00	12:00	4	Place ECO GRID	SDT	
36	Site	12:00	18:00	6	Handover	BoO TO/SDT/ Contractor O&M	

Attachment Fifteen

- KBR will ensure that the Statement of Requirement (SOR) accurately reflects the task, we work closely with the Facilities Manager (FM) and his Deputies to ensure that the end user receives what is required. KBR is fully aware of the potential hazards in making variations based upon end user requirements therefore all changes will only be accepted from the FM or his designated deputy. In the case of technical working environment building where required we will utilise our sub contract experience with [redacted] to ensure that any modifications or amendments to the buildings are incorporated into any relocation or construction.
- Works planning - a Microsoft project work plan has been incorporated as Appendix 1 to this submission.
- KBR is well practised in the Dismantling, storing, moving and erecting temporary structures as the PC-ISP Contractor for the past 4 years. We would use the dedicated storage facility located at Camp Bastion to move all components prior to refurbishment as required prior to re-deploying. Further to our experience we will employ a technical expert from [redacted] to manage the re-construction of this facility.
- The cabin relocation would be completed using the construction team with advice from our self delivery manager, the ACT have qualified electricians capable of completing all electrical connections and commissioning. At present KBR do not install or connect military communications equipment as this is the domain of the Military communication personnel.
- The specification for building and ground works required in the completion of this task are attached as Appendix 2 to this submission.
- Electrical and mechanical installation. All electrical and mechanical installations will be supervised and tested by UK qualified and accredited tradesman in accordance with the appropriate British Standards, Approved Codes of Practice and Defence Estates policy documents.
- KBR will be responsible for the testing, commissioning and preparation of all documentation required for facilities handover.
- The FM will be required to convene the handover and invite all appropriate parties.

  Normally the following personnel will be involved at the handover stage.

  Facilities Manager - To ensure the facility meets the statement of requirement.

Route Map

End User - To confirm the SOR meets the user requirement.

Fire Officer and other subject matter experts.

The construction organisation– To present the building and associated Health and Safety packs.

The maintenance organisation – To receive the building from the FM and assist in quality inspections

- All construction carried out by KBR is completed to UK standards, using UK trained and qualified personnel to commission and test. Standards are maintained by rigorous monitoring of work standards by our management team.
- Our in-theatre H&S Manager will ensure that the methodology adopted complies with the construction Health & Safety Plan. This is a control system which sets out the site safety management arrangements together with safe working procedures to control risks during construction. In addition he will be responsible for providing all personnel, materials and equipment to operate Safe Systems of Work (SSoW) effectively and efficiently.
- The CDM co-ordinator will act as a key project advisor to the Authority in respect of construction H&S risk management matters. KBR will ensure proper co-ordination of the H&S aspects of the design/construction process; facilitate good communication and co-operation between project team members and prepare the H&S file. Through early involvement with the Authority, the KBR CDM co-ordinator will make a significant contribution to reducing risks to workers during construction, and to contractors and end users who work on or in the structure after construction.
- All manpower resources used in the construction of this facility will be KBR direct employees, KBR will not sub let or sub contract any portion of the works.
- During ongoing usage of the site any remedial repairs required will be managed by the use of the dedicated Help Desk that will be in place to facilitate the contract delivery. Replacement components for TWE equipment are of military supply and will be sourced using the method shown in the flow chart attached as appendix 3 of this submission.

Assumptions

- The existing building is in good order with no remedial work required.
- The damaged floor sections would be supplied via the military logistics system.
- All replacement TWE components required will be supplied by the authority.

Route Map

- The cabin located within the TWE structure is in good order and suitable for crane lift,
- The electrical installation within the cabin is in good order and no remedial works will be required.
- A power supply point is available within a reasonable distance (less than 30m) from the new cabin location.

Cost breakdown

Item	Qty	Unit Price (£)	Total Price (£)
MHE manouvering area	1	£3,000.00	£3,000.00
Culvert	1	£7,500.00	£7,500.00
V-ditches	200	£50.00	£10,000.00
Cabin relocation	1	£1,200.00	£1,200.00
Sub Total			£21,700.00
G&A			£1,085.00
Profit			£1,247.75
TOTAL FOR ADDITIONAL WORKS			£24,032.75
Rapid Erect Hangar (REH)	1	Dismantle	£7,178.00
	1	Package	£2,153.00
	1	Erect	£7,178.00
RES 20m Clamshell doors	1	Dismantle	£359.00
	1	Package	£179.00
	1	Erect	£718.00
GRAND TOTAL			£41,797.75

Role of ISP(A)

KBR is responsible for the following: -

- Build timescale
- HSE, CDM and SSW
- Adhere to KBR and military work practices
- Construction of TWE to required standards
- All testing, inspecting and commissioning prior to handover

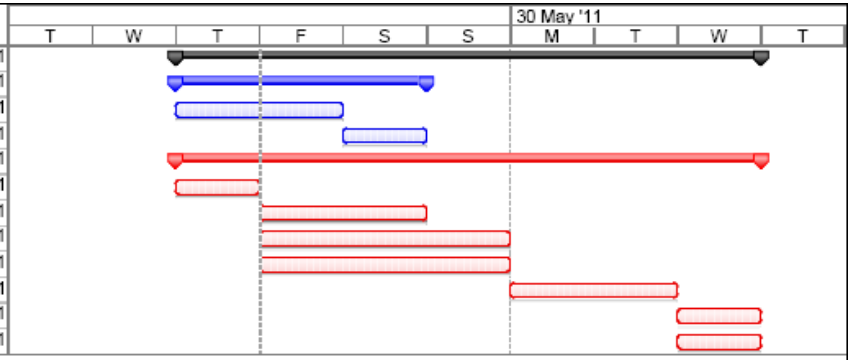
Role of Authority

Route Map

The Authority is responsible for: -

- Ensuring the competence and resources of the appointed contractor (KBR)
- Managing the total T1 build programme in conjunction with KBR to ensure availability of resources. In the case of re-programming not being possible then KBR will require sufficient notice (Approx 6 weeks) to mobilise additional manpower.
- Providing pre construction information to KBR
- Providing safe working environment.
- To manage the site handover from construction to maintenance operations.
- To interface with the end user and ensure that the SOR reflects the end user requirements.

ID	Task Name	Duration	Start	Finish
1	**DP8 Tech working enviroment**	7 days	Thu 26/05/11	Wed 01/06/11
2	Old clam shelter site	3 days	Thu 26/05/11	Sat 28/05/11
3	Remove flooring, office & dismantle shelter	2 days	Thu 26/05/11	Fri 27/05/11
4	Clear and level ground	1 day	Sat 28/05/11	Sat 28/05/11
5	New clam shelter site	7 days	Thu 26/05/11	Wed 01/06/11
6	Ground prep	1 day	Thu 26/05/11	Thu 26/05/11
7	Concrete pad for MHE	2 days	Fri 27/05/11	Sat 28/05/11
8	Ditches, culverts & access routes	3 days	Fri 27/05/11	Sun 29/05/11
9	Pits & ducts	3 days	Fri 27/05/11	Sun 29/05/11
10	Erect clam shelter & lay flooring	2 days	Mon 30/05/11	Tue 31/05/11
11	Position office, install elctrics & comms	1 day	Wed 01/06/11	Wed 01/06/11
12	Test and Commission	1 day	Wed 01/06/11	Wed 01/06/11



Project: DP8 Tech working enviroment
Date: Fri 27/05/11

Task | Milestone | External Tasks
Split | Summary | External MileTask
Progress | Project Summary | Split

Page 1

OUTLINE SPECIFICATION - CIVIL

1. General. The area is to be clear from rubble or debris prior to any works being carried out. The ground level is to be excavated as required to allow concrete slabs for all the structures to be on a firm and level base.

2. Geotechnical Survey. The PC shall conduct a geotechnical survey of the site and soil analysis in accordance with BS 5930, BS 1377 and provide the Authority with a report of the findings.

3. Ground Water Level. The PC shall establish if the ground water level will impact on the works and provide the Authority with a report of the findings.

4. Preparatory Work. The PC shall:

Request a statement of known services prior to any groundwork's taking place. Advice on the process can be sought from the Authority.

Identify all local services and take adequate precautions to protect such services from damage for the duration of the works.

Inform the authority immediately if any unknown services are discovered that will impact the works.

Clear and remove from the site all arisings. Where stockpiling is unavoidable, measures are to be taken to provide adequate dust suppression.

Compact the sub grade before placing and compacting fill as necessary to make up levels.

Excavations

5. General. In general all excavations are to be carried out to BS 6031 and BS 8000-1.

6. Preparatory Work. The PC shall:

Reduce the existing formation level of the site as necessary.

All vegetation and organic material is to be excavated and removed from site to a location confirmed by the Authority. The sub grade is to be compacted until refusal ensuring soft spots are identified and remedial action taken to ensure an even and firm base is achieved.

Do not import or use fill materials which would, either in themselves or in combination with other material or ground water, give rise to a health hazard, damage to building structures or instability in the filling.

7. Specific Works. The PC shall provide lifting plant such as a crane for lifting all the new structures into position. The lifting plant shall be suitable for the purpose of work and in line with current BS 7157 (power driving mobile cranes) and BS CP310 (safe use of cranes). All slings and shackles

shall follow the guide lines of Provision and Use of Work Equipment Regulations (PUWER). A banksman shall be required when carrying out any plant work on the site

Placing Fill

8. General. The PC shall:

Ensure that excavations and areas to be filled are free from loose soil, rubbish and standing water.

Place and compact fill against structures, membranes or buried services in a sequence and manner which will ensure stability and avoid damage.

Ensure plant employed for transporting, laying and compacting shall be suited to the type of material.

Setting Out

9. General. The PC shall:

Be responsible for setting out the site in accordance with the design.

Confirm any setting out with the Authority prior to pouring any concrete.

Formwork

10. Design. The formwork shall be designed in accordance with relevant regulation provisions for anticipated loads, lateral pressures and stresses. The design shall take into account all British Standards, Eurocodes, and Regulations as applicable.

Formwork Material Shall be:

Timber or steel to provide a high standard of finish particularly on the exterior of all structures.

Rigid durable and suitable for re-use during construction and of sufficient strength to support the weight of the wet concrete during placing and finishing operations. Moreover, the formwork must be sufficiently robust to withstand jet eflux.

Constructed accurately and robustly to produce finished concrete to the required dimensions. Formed surfaces shall be free from twist and bow, all intersections, lines and angles being square, plumb and true.

Laid to line and level and adequately braced during placing operations to withstand, without springing or settlement, the impact and vibration of the spreading, compacting and finishing operations.

Constructed to prevent loss of grout, using seals when necessary.

Secure tight against adjacent concrete to prevent formation of steps.

Adequate depth to fully support the nominal thickness of the slab. The thickness of packing below the forms shall not exceed the irregularity of the surface permitted by this specification, specifically ± 3mm over a 3m straight edge.

Forms are to be coated in release oil to aid in striking.

Concrete Structures

1. General. The PC shall be fully responsible for the design and construction of anyreinforced concrete floor and other foundation bases, but shall comply with the following

Hot and Cold Weather Concreting. The PC shall ensure that suitable consideration is given to the placing of concrete in hot and cold weather and appropriate precautionary /avoidance measures are to be undertaken in order to minimise shrinkage cracking. Concrete is not to be laid if the concrete temperature is below 5°C or above 30°C. The Authority is to be informed the day prior to placing of any concrete, to facilitate Authority concurrence testing.

Placing and Compacting. At the time of placing concrete, the PC shall ensure that all surfaces on which concrete is to be placed are clean, with no debris or free water. The concrete is to be placed while sufficiently plastic for full compaction. Do not add water or re-temper mixes and do not place concrete against frozen or frost covered surfaces. Fully compact to full depth (until air bubbles cease to appear on the top surface). Care is to be taken to prevent over vibration and separation of the mix.

Curing and Protecting. Prevent surface evaporation from concrete surfaces by covering with polyethylene sheeting or other suitable method as soon as practicable after completion of placing and compacting, removing only to permit any finishing operations and replacing immediately thereafter. Alternative curing compounds may be submitted to the Authority prior to use.

Concrete Finish. Carry out all finishing operations at optimum times in relation to the setting and hardening of the concrete. Do not wet surfaces of concrete to assist surface working. Do not sprinkle cement on to surface. The surface of the concrete shall receive no special treatment other than finishing operations required to produce the specified degree of accuracy of the surface level and edges are to have a 5 mm bull nose edge applied. Any exposed concrete edges are to have a 25 x 25 mm chamfered finish applied to prevent damage when striking formwork.

Surface Accuracy. The concrete is to be placed with a surface tolerance of +/- 3 mm over a 3 m straight edge.

Traffic on Finished Concrete. With the exception of plant and equipment required for the cutting of any sawn contraction joints, the fresh concrete shall not be subjected to the weight of any traffic for a period of at least 7 days.

Results. The PC shall carry out 7 and 28 day cube testing of every batch of concrete during the Construction. The results shall be submitted daily by the PC to the Authority and will be compared against the Authorities independent test results. Any concrete not forecast to meet the requirement of the 28 days strength at the 7 day cube test shall be replaced at expense to the PC. The Authority shall be notified 24 hrs prior to the PC pouring concrete.

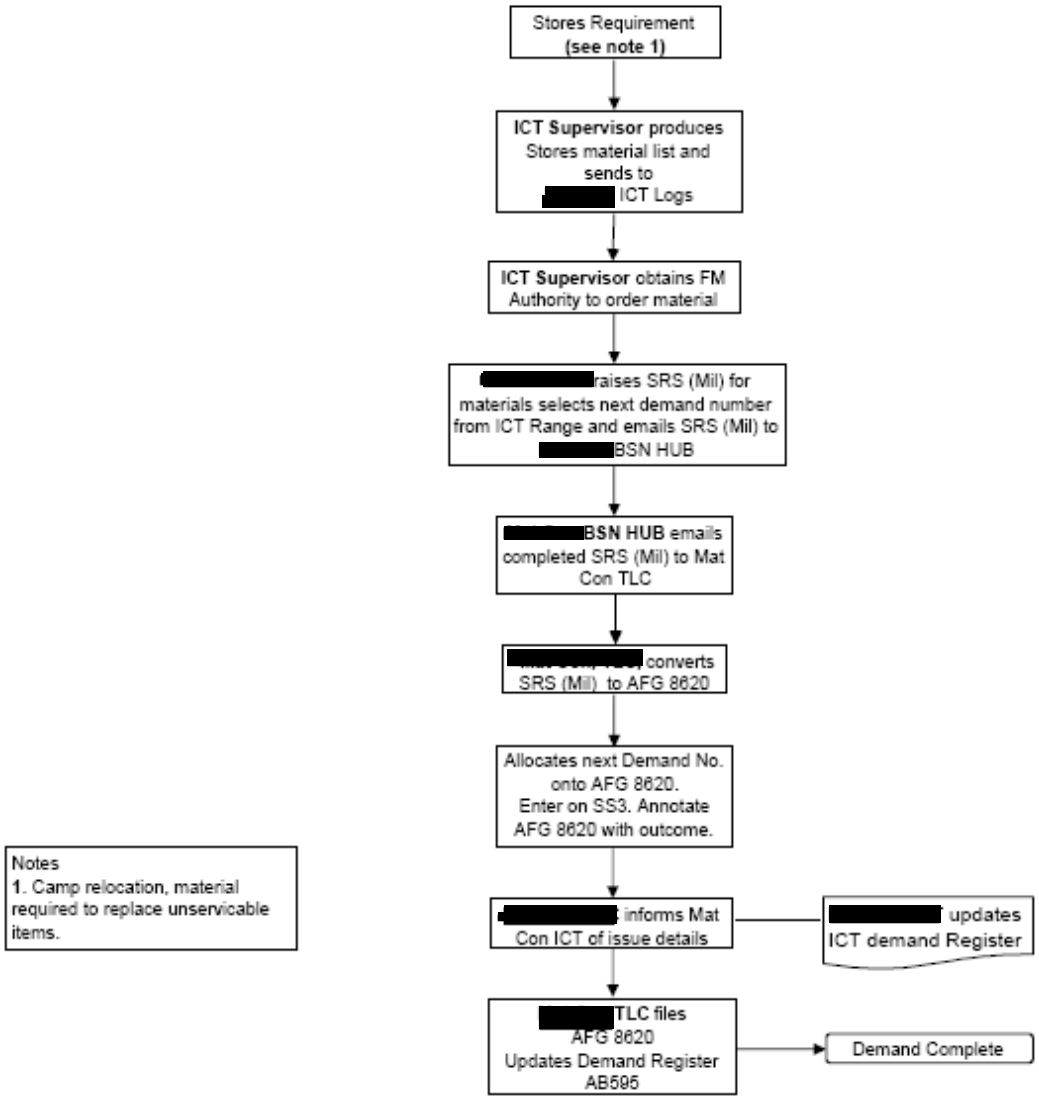
Ground Drainage

1. Drainage. The PC shall design and install an adequate drainage system, which shall be incorporated into the BSN drainage system. The drainage system is not to flood other authority facilities or areas.

1. Culverts. The PC shall construct culverts as required. Culverts are to be constructed of concrete and have a minimum of 600 mm cover. The culvert wall and wing walls are to be constructed of reinforced concrete. Standard culvert details are shown on Dwg No.HERR/KBR/DMT/44951/C/05.

Route Map

PROCESS - ITC DEMAND



Route Map

DP8 - Technical Working Environment.
Clam Shelter.

Quantities are based on standard Clam Shelter
No Drawings available
Assumptions have been made, builders quant's have been used.

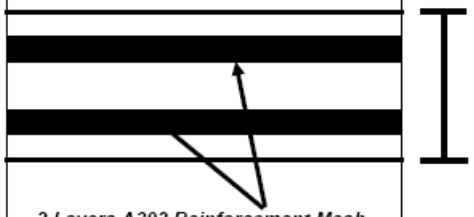
TWE Construction Costs From section 2A-8 Booklet 5

TWE Type	Erect	Dismantle	Total
Rapid Erect Hangar (REH)	£7,178.00	£7,178.00	£14,356.00
RES 20m - Clamshell doors	£718.00	£359.00	£1,077.00

Manovering Area/Drainage

Concrete Slabs.

Assume: 250mm RC Slab inc' 2 Layers A393 Mesh.



Bell Mouth - Assume 32m2 :	1.00	£3,000.00	£3,000.00
Culverts - Standard	1.00	£7,500.00	£7,500.00
V-Ditches, Standard	200.00	£50.00	£10,000.00
Cabin Relocation			
Prov Sum Including connections to services and commisioning, not including connections to communications equipment.			£1,200.00
Total			£37,133.00

Contract Management Plan
Infrastructure Service Provider (Afghanistan)
ISP(A) – CT INT13/025

Northwood
30 Aug 12

References:

A. PJHQ J8 ISP MGBC Approval 20110819-ISP BC Approval dated 19 Aug 11.
B. Change Control Notification process (V2) ISP(A) and BNAF ISP.

General

1. **Background**. The ISP(A) contract and Bastion Airfield O&M (BNAF) Contracts were both awarded to Kellogg Brown and Root (KBR), a contract operating under CONDO rules, on 29 Dec 11. Subsequent commercial action has aligned the requirement documents for both contracts. It was in the interests of both parties to align the contracts as far as practical to ensure that together they are easier to deliver and manage than they would have been if delivered and managed separately. The total requirement of each contract, as awarded, has not fundamentally changed. Together they are known as the ISP(A) Contract and KBR is the ISP(A) Contractor. The Authority provides a Designated Officer (DO) with overall responsibility for delivery of the capability and a Theatre Designated Officer (TDO)[1] with responsibility for the management of the contract.

2. **Contract Purpose**. The purpose of the ISP(A) contract is to outsource the delivery of Hard FM services[2] to an industry partner reducing the burden on military manpower and controlling risks. It forms part of the overarching CSO strategy with particular linkages to CEST and SoftMAC and may duplicate some of the capability delivered through other means. It is to be managed as one of the procurement avenues in line with the following three principles:

a. Delivery and maintenance of infrastructure in order to deliver operational capability is the principal requirement.

b. The ISP(A) is one procurement strategy of a number, the maintenance of others drives value for money across the contracting base.

c. The ISP(A) contract as awarded should represent the most reliable mechanism for delivery and maintenance of infrastructure across the AO of UK and assigned units. It may not necessarily offer best value for individual works, but does represent VFM when viewed holistically.

3. **Scope**.

a. **Geographic Constraints**. The contract was awarded on to included Hard FM services for UK owned infrastructure at Main Operating Bases (MOBs) in KBL, at KAF, BSN (including BNAF), PCE and LKG and Level 3 Tactical Bases, SQT, ATL, NDH and JUNO. Extending the reach of the ISP(A) contract is by the agreed Additions/Deletions mechanism, or for a Major Change, by separate negotiation.

b. **Scalability**. The contract has an element of scalability. It has specifically been designed to cater for the drawdown of forces and infrastructure through transition and redeployment (T&R). Reconciliation of assets happens quarterly and is reviewed at the strategic Quarterly Review Meetings (QRMs)

4. **Aim**. The aim of the Contract Management Plan is to provide guidance to those with responsibilities for management of the ISP(A) Contract[3].

[1] The Theatre Designated Officer is the Contract Manager.
[2] Response Maintenance (RM), Planned Preventative Maintenance (PPM) and Minor New Works.
[3] It does not aim to replicate direction contained elsewhere and should be read in conjunction with the contract booklets.

5. **Objectives**.

a. Jointly indentify opportunities for improved service delivery or savings.

b. Appropriately, manage delivery and financial risk through a robust risk management regime.

c. Address issues arising by clearly identifying stakeholders and actively apportioning individuals with responsibility for resolving them.

d. Monitor and record contract changes.

Contract Strategy

6. The contract is designed to address some of the shortcomings of the previous contract, better apportion risk and cater for the challenges associated with T&R and to deliver the capabilities in the following para.

Contract Structure

7. The contract is split in to 9 Delivery Packages (DPs). The detailed capability delivered by each package is described in greater depth at **Annex A**.

Delivery Package	Capability Title
1	Management
2	Planned Preventative Maintenance and Remedial Maintenance
3a	Response Maintenance & Minor New Works <£30K
3b	Minor New Works £30K-250K
4	Logistics
5	Asset Consolidation Team
6	Deployable Engineer Workshop
7	Temporary Buildings
8	Technical Working Environment

Contract Management Plan

Planning and Governance.

8. **General**. The planning and governance of the contract is exercised through the DO at PJHQ, supported by the TDO. Specialist support is provided to the DO/TDO: Commercial through the Assistant Head Commercial Ops at Glasgow (DIO Comm – [redacted] Financial through the Senior Financial Officer at PJHQ (PJHQ J8 – [redacted] and Technical through HQ 170 Engr Gp (SO2 Tech Skills – [redacted]

9. **Summary of Contract Governance Roles**. In summary, the main governance positions and principal responsibilities are detailed below. Detailed Terms of Reference for key staff with contractual responsibilities are at **Annex B**. Diagrammatically this is shown at Figure 1.

10. **Client – PJHQ**

- Sets the overarching requirement
- Provides funding
- Approves minor and major contract change

- Convenes, and manages the ISP(A) Project Board

11. **User – HQ JFSp(A)** – delivered through J4 Engr staff branch on behalf of Comd

- Sets priorities within the constraints of contract deliverables in line with contract strategy.

12. **Designated Officer – PJHQ SO1 J4 Infra**

- Provides Strategic and Operational direction for the delivery of the current contract
- Provides direction on the process and timelines for replacement capability contracts
- Provides 6 monthly update to PB members.
- Chairs QRMs

13. **Theatre Designated Officer – CO UK Wks Gp**

- Day to day management of the contractor in order to maintain operational outputs
- First party audit
- Delivers Authority responsibilities
- Briefs User and Client as required

14. **Commercial Support Officer – DIO Comm Senior Comm Offr**

- Advises and supports the Client (DO) to deliver capabilities
- Advises and supports Contract Manager (TDO)
- Negotiates change with the contractor in accordance with a clearly defined and client approved strategy
- Provides the Secretariat function for the QRM
- Maintains a full commercial record for the contract

15. **Financial Support – PJHQ J8 C1 Fin Ops**

- Advises and supports Client
- Advises and supports Contract Manager (TDO)
- Provides Contract 'Balance Sheet' at 6 monthly updates to PB

16. **Contract Continuity, Technical Support and Assurance – HQ 170 Engr Gp**

- Advises Client and User on contract issues
- Ensures contract management continuity
- Provides second party audit of both contractor and Authority (eg Op EUNOMIA)

17. **Strategic Quarterly Review Meetings (QRMs)**. As stipulated in the contract, the ISP(A) Contractor is to attend QRMs. These may be held at any location but are normally held at Chilwell, Glasgow, Leatherhead or Afghanistan. They are held to de-conflict with major movements to and from Afghanistan and are normally held in early Jan, end of Apr, early Jul and end of Oct. The location and date should be chosen well in advance and changed only in extremis. A standing agenda is at **Annex C**. Attendees must be furnished with the following documents at least 2 weeks prior to the meeting: Agenda agreed by the DO/TDO, FM's Quarterly Report and/or Joint FM-Contractor Quarterly report, updated Opportunities, Risks, Issues and Changes Logs (ORIC Logs). Further guidance is contained in **Appendix 1 to Annex C**.

18. **ORIC Logs**. The administration of the ORIC Logs is completed by the FM on behalf of the TDO. They are updated weekly and monthly at the in-theatre meeting with the ISP(A) Contractor and are reviewed and endorsed at the QRM.

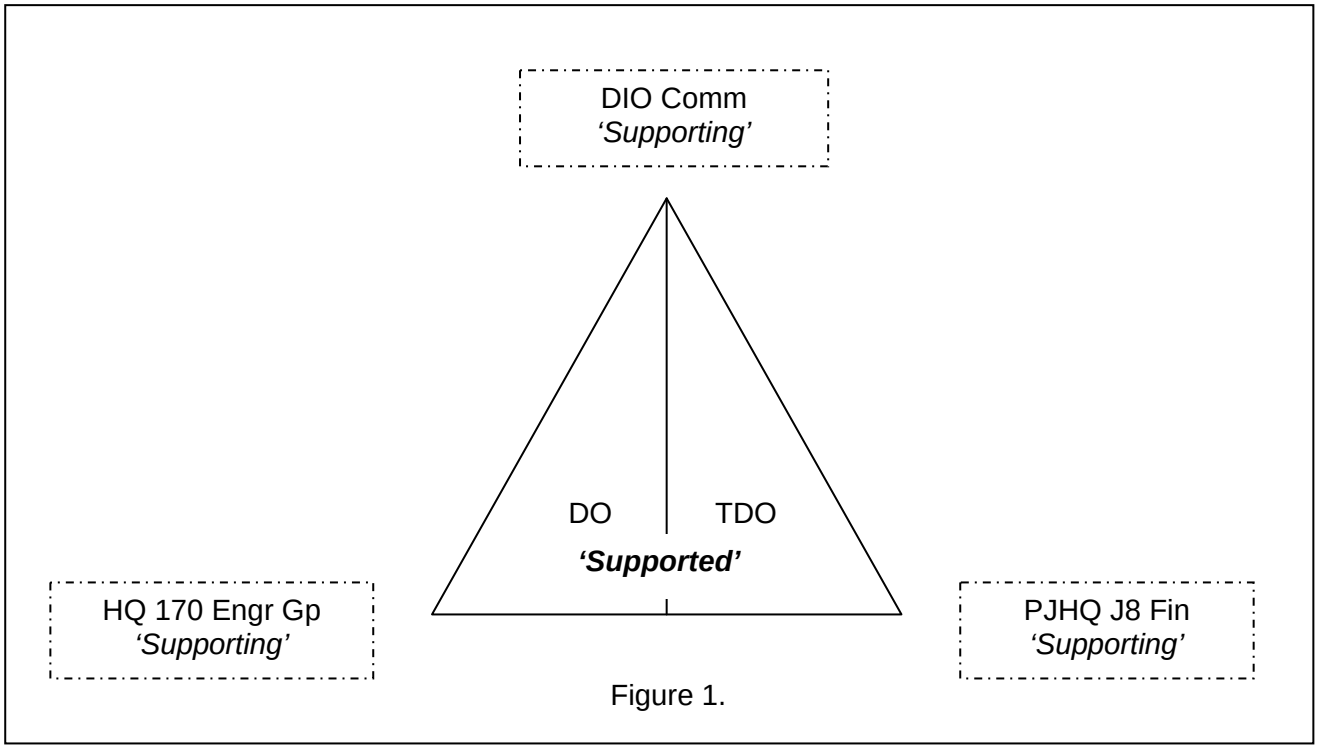


Figure 1.

People.

19. **Changes**. People are the key resource for the successful delivery of this contract. The Authority must ensure appropriately competent persons are appointed to key management roles. TDOs are to ensure their staff are appropriately prepared for the role they will assume. DIO will routinely provide two personnel competent to be Deputy Facilities Managers in line with UK Wks Gp RiPs. In turn, the Authority must monitor the competence of personal in key appointments in the contractor's staff. The contractor is remitted to request approval when key members of staff need to be replaced. This should be monitored, and a recommendation made, against the contractor's suggested changes by the TDO.

20. **Contractor's Staff**. The contractors staff fall into one of four categories:

a. **UK Nationals.**

b. **Third Country Nationals**

c. **Locally Recruited Workers**

d. **Subcontractors**[4]

Administration.

[4] Subcontractors staff may fall in to one of the above categories abut have been split out due to the lack of governance granted by the contract over sub-contractor's staff.

21. **Characteristics**. Good contract administration is characterised by accuracy and timeliness. The majority of contract administration is the remit of DIO Comm staff at Glasgow. They are however frequently constrained by the timeliness and accuracy of the work provided for them by others in the contract management and administration chain. Bad contract administration reflects badly on the Authority and at least undermines our credibility, and at worst costs the Authority value for money.

22. **Contract Structure**. To aid simpler contract administration, the contract is embodied in five Booklets. Booklets are amended from time to time as the result of Change Control Notifications[5] or Major Contract Changes. One or more booklets may be changed in line with sequential Amendment numbers. A list of amendments is at **Annex D**.

Booklet	Title	Ownership[6]
1	Notices and Instructions to Tenderers	DIO Comm
2	General Terms and Conditions of Contract	DIO Comm
3A[7]	Contract Requirements	HQ 170 Engr Gp/12 Engr Gp
4	Compendium of Infrastructure Information	HQ 170 Engr Gp
5	Financial Information	DIO Comm

23. **Changes**. Target timelines for change management.

24. Changes identified in the OIRC will be processed; financially, technically and contractually via the Change Control Notification process at Reference B; the process is echoed in Soft Multi-Activity Contract (SoftMAC) and Civilian Engineer Support Team (CEST). The process in broken down into 4 key stages:

a. Stage 1. Definition of the change requirement. (In-Theatre Authority/Contractor Staff)

i. Commercial Strategy Agreed. (PJHQ/DIO Comm)

b. Stage 2. Production of the contractor's proposed resource and cost solution. (Contractor)

c. Stage 3. Approval and financial authority for the solution. (PJHQ/DIO Comm and 170 Engr Gp)

d. Stage 4. Execution of the change; includes after action review. (Contractor and DIO Comm)

Relationships

25. **Contractor/Authority**. Relationships between the ISP(A) Contractor and the Authority must primarily be professional at all levels. Most successful contracts are administered in an environment where there is an appropriate level of mutual respect and understanding between both parties. The contractor may have the knowledge edge, with his staff engaged on this or similar MOD contracts for a considerable time. Authority personnel, especially those new to the

[5] Minor or routine changes. These may still be of significant value but do not change the essence of the contract or the way in which it is managed.
[6] Whilst ownership is as per column 3; it is recognised that Booklets 1 and 5 require input from Requirement SMEs (170/12 Engr Gps).
[7] Booklet 3A has been issued which combines the requirements for the original ISP(A) and BNAF Booklet 3s, but most importantly was provided under the contract by the ISP(A) Contractor as a 'Clean' set of contract documents including all negotiated changes between ITT and CA. This is considered commercial best practise.

contract, with contractual responsibilities must understand them thoroughly and know the boundaries of their role and what the contractor is remitted to deliver. There is no substitute for knowing and understanding the contract deliverables.

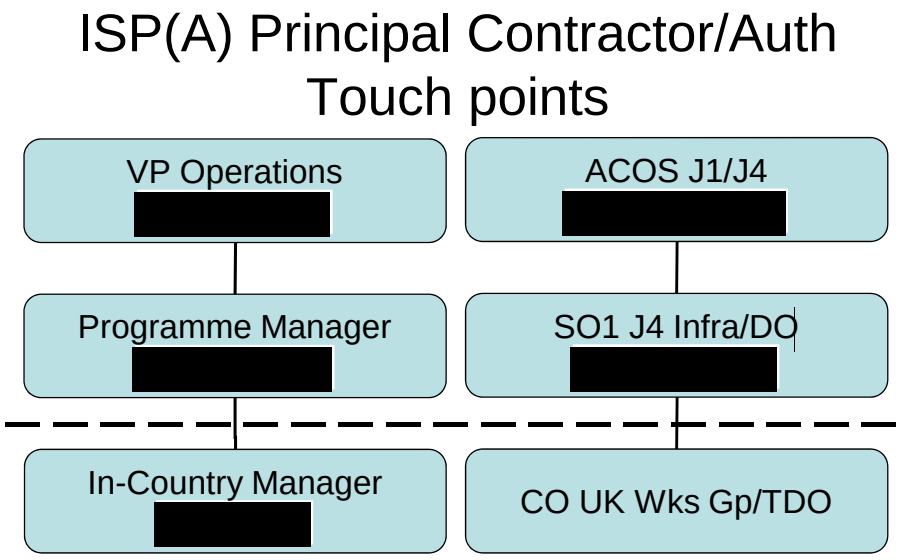
26. **Contract Interfaces**. There are a number of other MOD contracts with which the ISP(A) interfaces.

a. **CEST**. The CEST contract vesting day was 1 Jul 12.

b. **Soft MAC**. SoftMAC 1.0 will be replaced by SoftMAC 2.0 by 2013Q2.

c. **DE&S Contracts** (**Annex E**)

27. **Principal Contractor/Authority Contract Touch points**



Performance

28. **Performance Monitoring**. Performance is monitored both objectively and subjectively.

a. **Objective Performance**. Performance of the ISP(A) Contractor is measured objectively against a number of KPIs.

b. **Subjective Performance**. Performance of the ISP(A) Contractor is reported in a subjective sense against 10 DSP headings. It is necessarily an aggregation of opinion from the FM, TDO and DO, coloured by the Contractor's engagement. Communication is critical to 'bridge' the physical gap between these parties.

c. **Report to the PB**. The content of the 6-monthly report to the PB and ACOS J1/4 and ACOS J8 is at **Annex F**. The report should be published as at 1 Jul and 1 Jan each year within 1 calendar month.

Funding and Payment. *(Data in the fol paras highlighted in green should be redacted from contractor copies.)*

29. **Funding**. The financial approval (Reference A) of the ISP(A) and BNAF ISP contract provided an LoL of £66.039M, but restricted the combined risk/growth pot to £13M and stipulated that a review note to update Def Res on progress was to be provided at the 12 month point. The table below sets out the funding as at 2 Nov 11 available to the contract. PJHQ J8 manage these funds and may delegate to JFSp (A) CivSec.

Funding Description	ISP(A) (£)[8]	BNAF ISP[9] (£)	Remarks
Fixed			
Maintenance of assets listed in ITT including assets which the ISP(A) contractor has indemnified against.	(A) 34.779M	(B) 6.184M	Fixed bid cost. (Includes the costs associated with all other DPs.)
Maintenance of change in assets between ITT and contract award.	(C) 4.099M (D)		Fixed price obtained under competition.
Risk			
Change to mobilisation.	(E) 2.135M (F)		Fixed cost associated with the reduction of mobilisation period by 1 month.
Maintenance of change in assets between contract award and in service date.	(G) 3.417M (H)		Estimated pot. Pot to be shared between ISP(A) and BNAF ISP.
Remainder of £13M ceiling to be allocated to change after in service date.	(I) 7.448M (J)		Estimated pot. Pot to be shared between ISP(A) and BNAF ISP.
Remainder of £66.039M to be allocated to change after 12 month review.	(K) (7.977M) (L)		Note that any under spend on the £13M ceiling will also be available.
TOTAL LoL	(M) 66.039M (N)		

30. **Risk**. Risks are managed through the Joint Risk Register updated quarterly and reviewed at the ISP(A) QRMs.

31. **Contract Development**. The ISP(A) contract has been designed to adapt to the changing campaign in Afghanistan between contract award and the first contract option date of 29 Dec 14. It provides for the addition and deletion of assets from the asset register, and hence the removal of assets for maintenance. The TDO in consultation with JFSp(A) may use this mechanism to reduce the cost of maintenance by excluding assets for maintenance as the campaign progresses and there is increased surety that assets will no longer be required to deliver capability.

a. **CCNs**. The routine contract amendments of a minor nature are managed through the Contract Control Notification Process. The explanation of the process is at **Annex G**. The process provides for an auditable trail of how and why contract amendments are made. Contract additions and deletions are addressed quarterly using this process at the end of Q1 (period 3 - Mar), Q2 (period 6 - Jun) and so on. Each CCN may be initiated by the Contractor or Authority. The process is monitored at PJHQ to ensure timeliness is achieved. The process is designed to speed up routine contract administration.

b. **Major Change[10].** Occasionally there may be a requirement to classify a change as a Major Change when the impact to the Authority or Contractor is significant. These instances

[8] Assets A, C, E, G, I, K, and M are ISP(A).
[9] Assets B, D, F, H, J, L and N are BNAF and therefore where shared with US, UK can recover 70% of the cost.
[10] The definition of Major Change resides in Joint Equality of Information and Pricing Statement (JEOIPs) for the Contract

will then be negotiated separately and all stakeholders will be required to apply additional resource to resolving the issue.

c. **Options for Extension and Re-let.** The Contract has been awarded with options to extend in one year increments from Dec 14 to Dec 16. The DP to remain competitive occurs 24 months prior to the contract end. DP1 is therefore Dec 12.

d. **Opportunities for Total Facilities Management (TFM).** The direction of travel in Defence and reflected in what industry considers best practise is for Hard and Soft FM to be delivered by a single provider. This reduces friction between the two services and offers a contractor the ability to reduce administration and overheads offering better value to Defence. The SoftMAC contract will be awarded on 1 Jan 13 as a 3+1+1. Therefore it is likely that the first opportunity to deliver TFM in this Theatre is Jan 16.

32. **Supplier Relationship Management**. The incumbent Contractor is a well developed supplier of Services to UK Defence. The sub contractor base is substantial. There is currently an absence of significant investment in the development of Afghan contractors. The Contractor should be encouraged to make better use of Afghan supply chains.

33. **Supplier Development**. The Contractor and Authority must meet regularly at the tactical and operational levels. Occasional interaction at the Board Level is beneficial to both parties in the contract.

34. **Market Development**. The contract must be managed to ensure that Authority/Contractor interaction does not prejudice the integrity of the existing contract or the ability to effectively tender for a new or revised capability at the end of the contract. Retaining an environment that allows competitive re-tendering without unfairly benefitting one contractor over others is paramount.

Annexes:

A. ISP(A) Key Contractual Output.
B. Key Contract Management Personnel Terms of Reference.
C. Standing Agenda for QRM
   Appendix 1: Content of Quarterly Reports
D. Record of Contract Changes
E. Change Control Notification Flow Chart.
F. Content of the 6 monthly Report to PB
G. Third Party Audits (EUNOMIA DIA NAO)
H. Contractual Interfaces with DE&S Contracts
   Appendix 1: Macro Contract Interfaces (to fol)

ANNEX A

ISP(A) Key Contractual Outputs

Delivery Package	Package	Description of Capability	Payment Mechanism	(Estimated) Yearly Value £(M)
1	Management	**The ISP shall provide a suitable management structure to undertake all activities associated with the planning, organisation, procurement and management of the requirement**. This shall include but is not limited to: • Support to the Authorities Financial, Planning and Profiling requirements • Production of Facilities Management records • Planning, Managing, Procuring and Implementing Works Services • Planning and Managing the Inspection, Operation and Maintenance of all Tier 1 Assets • Planning and Managing the Inspection, Operation and Maintenance of all other than Tier 1 Assets • Monitoring performance and Reporting • Management and Implementation of the QMS • Management and Implementation of Health and Safety policy including Safe Systems of Work • Management and Implementation of CDM 2007 responsibilities • Management and Implementation of COSHH responsibilities • Management and Implementation of Stores, Materiel and Equipment responsibilities • Management and Implementation of Environmental and Sustainability responsibilities • The ISP will also provide within the management structure an in-Theatre new works design, procurement and management capability for works predominantly upto £30k value and on the issue of a F1097 upto £250k. • DEFCON 2000 Work Stages 1 and 2 for works upto the value	Fixed fee paid by 13 equal instalments each year. Proportional rise/fall with Adds/Deletes	£2.88M

		of £250k.		
2	Planned Preventative Maintenance and Remedial Maintenance	**The ISP shall provide a structure and personnel dedicated to the delivery of Operation and Maintenance tasks on all facilities on the Asset Register (incl BNAF) with an Inclusive Repair Limit (IRL) up to £2200, including an agreed Monthly Quantity of Works.**	Fixed fee paid by 13 equal instalments each year < IRL requirements included. Proportional rise/fall with Adds/Deletes >IRL paid for by F1097	£3.49M
3a	Response Maintenance & MNW <£30K	**The ISP shall provide a reactive delivery mechanism dedicated to the delivery of Response Maintenance (RM) and Minor New Works (MNW) services up to the Threshold Value of £30K.**	Response Maintenance included within banding Proportional rise/fall with Adds/Deletes	£3.5M (original Contract Rates)
3b	MNW £30K-250K	**The ISP shall provide a design, procurement and management service capable of developing and delivering Ordered Works above £30K and below £250K in accordance with the procedure identified in the DEFCON 2000 Project Managers Handbook from Assessment Brief at Work Stage 1 to Completion at Work Stage 10.** Work Stage 1 & 2 – incl in DP 1 Work Stage 3 & 4 – 5.6% of task value Work Stage 5 – 16.4% of task value Work Stage 6 & 10 – 9.4% of task value	Paid as a percentage per project against contracted rates for DEFCON 2000 work stages	Cost of task via F1097 Cost of Management task (less W/S 1&2) via F1097 and F1097A
4	Logistics	**A fixed fee for the initiation and maintenance of logistical procedures and staff to ensure the effective ordering, delivery and accounting of (but not limited to) the following:** • Tier 1 Spares and Consumables • Tier 1 Capital Spares and Primary Items • Engineer Materiel • Spares and consumables for other than Tier 1 facilities	There is no payment against this works package	£431k
5	Asset Consolidation Team	**The provision of an Asset Consolidation Team (ACT) dedicated to providing a fully integrated capability to erect, dismantle, refresh, relocate, store, manifest and backload Tier 1 Assets**	Paid against an indicative programme in the ITT documents. ACT should be paid to maintain this ***tempo*** of operations for erection, upgrade, refresh and dismantling of Tier 1 Assets	£539k

6	Deployable Engineer Workshop	**The provision of a team of suitably qualified and competent personnel to operate the Deployable Engineer Workshop (DEW) – a self contained engineering manufacturing capability comprising of discipline specific container based units and office accommodation.**	**Non Output based payment**. Paid for the delivery of 17 appropriately competent individuals	£781k
7	Temporary Buildings	**Provision of a fully integrated service to deliver and install prefabricated buildings in accordance with Section F7 and the all-inclusive pricing schedule in Booklet 5.**	Call off contract F1097	As priced
8	Technical Working Environment	**Provision of an integrated stand-alone capability to erect, dismantle, re-package and store various types of TWE, when so ordered by the Authority**	Paid against an indicative programme in the ITT documents. ACT should be paid to maintain this ***tempo*** of operations for erection, upgrade, refresh and dismantling of TWE Assets	£56,702

ANNEX B

Terms of Reference Management of the Infrastructure Service Provider (Afghanistan) Contract

1. There is an enduring requirement for the management of the ISP(A) contract. This document articulates the key responsibilities of, PJHQ, in-theatre staff and DIO Commercial.

ISP(A) Designated Officer – SO1 J4 Infra PJHQ

2. **Principal Duty**: As the 'intelligent customer', responsible to CJO for the commercial and technical management of the Prime Contract Infrastructure Support Provider (ISP) Afghanistan contract, through the Theatre Designated Officer (TDO).

ISP(A) Theatre Designated Officer – CO UK Wks Gp

3. **Principal Duty:** Responsible to PJHQ for the daily management of the ISP Afghanistan contract, with special emphasis on maintaining the appropriate technical output of the contractor.

4. **Main Duties:**

a. Management of the ISP contractor through the Facilities Manager (FM) department and in accordance with the priorities set down in the Infrastructure Management Policy Statement (IMPS).

b. Ensure that the Contract is operated in accordance with: Booklet 2 the Terms and Conditions; Booklet 3 the Requirements Document; and Subsequent Contract Amendments.

c. Ensure that the Contractor completes all contract deliverables, unless otherwise mutually agreed, with DIO Commercial endorsement.

d. Ensure that the Contractor is sufficiently resourced to provide the required service delivery in accordance with the Tender Returns, subsequent agreements and Amendments.

e. Ensure all contracted Schedule A, B and C & AESP tasks are carried out in accordance with the Contract, unless otherwise mutually agreed, with DIO endorsement.

f. Act as the main Theatre interface with the following agencies wrt the ISP Contract: PJHQ, DIO Commercial, DIO Overseas Division, Contractor UK-Based Management.

g. Ensure that all proposed VOs and Amendments, issued by DIO Commercial, are enacted by the ISP Contractor in the agreed manner.

h. Ensure that the Authority FM Team is sufficiently manned and trained to suitably maintain supervisory capability at all sites covered by the ISP Contract.

i. Ensure that a comprehensive audit regime is in place and enacted, and that external audits such as DIA and NAO and Op EUNOMIA are fully supported, as required.

j. Ensure that all requests for payment are in accordance with Booklet 5 of the Contract.

k. Recommend changes to the audit and management of the contract to maintain outputs.

5. **Other Tasks/General Duties:**

a. Attend the ISP Quarterly Review Meetings at handover, during tenure and immediately after relief.

b. Maintain regular contact with ISP management, both in Theatre and in UK.

c. Inform the Contractor of proposed changes to the MWA, where it is assessed that there will be impact upon Contract delivery.

6. **Pre-Appointment Training:**

a. Pre-deployment briefings by PJHQ J4 Infra and DIO Commercial.

b. Attendance at Quarterly ISP Meeting at DIO Commercial.

ISP(A) Commercial Officer - DIO Commercial, Glasgow

7. **Principal Duty:** Responsibility to act as the sole ‘Authority’ for the contract as delegated by ‘Secretary of State for Defence’ through Director Defence Commercial (Dir DC).

Main Duties:

a. To ensure all changes/variations associated with the contract are agreed and incorporated within the contract in accordance with the ISP Contract Terms and Conditions, i.e. by contract amendment.

b. Reviewing the contract to ensure commercial compliance.

c. Ensuring each change provides the best VFM to the Authority.

ANNEX C

ISP AFGHANISTAN – DEFAULT QRM[11] AGENDA

Purpose

To provide direction on the management of the ISP(A) contract in order to improve effectiveness and value for money.

Objectives

- Assess Contractor performance against KPIs and agree Contract payment
- Identify opportunities for mutual benefit
- Actively manage contract risks
- Address joint issues
- Monitor contract change
- Develop shared understanding of Campaign development and the likely impact on the contract
- Monitor Authority support to the Contractor

Item	Subject	Content	Lead
1	Introduction	Including minutes of the last meeting Review of Actions outstanding	Chair
2	Review of Performance	Assessment against KPIs Assessment against Key Deliverables Summary and Themes • Approach to project management • Responsiveness • Information Exchange • Management of Suppliers • Management of Risk • Management of People • Quality of output • Commercial Management • Innovation • Quality of Relationship • Flexibility	FM FM FM & Contractor
3	Tracking Progress	Review of Joint Opportunities Register Review of Joint Risks Register Review of Joint Issues Register Review of Change Log	TDO/FM
4	Commercial		DIO Commercial
5	Financial		DIO Commercial
6	Assurance	Contractor Audits Authority Audits 2nd Party Audits 3rd party Audits	Contractor FM Chair Chair
7	Fraud	Feedback from Fraud Meetings /Workshops	Joint

[11] Recommended Timing Early Jan, end of Apr, early Jul and end of Oct – in order to de-conflict with the RiPs.

8	Look Forward	Next 6 months – Key Deliverables Next 12 months and beyond	TDO DO
9	AOB		Chair
10	DONMs		Chair

APPENDIX 1 TO
ANNEX C

QUARTERLY CONTRACT REPORTS

Reports

1. **Contractor**. The contractor is required to deliver Monthly Reports to the FM; it is not required by the contract to provide a report in advance of the QRM. The Contractor is encouraged to assist in the delivery of a joint (acknowledging that some consultation is helpful) subjective assessment to support the mandated monthly reports provided to the TDO and DO.

2. **Authority**. (Standing Agenda Item 2) The TDO/FM is to provide a Quarterly Report to the QRM Secretariat 2 weeks prior to the QRM. It is to consist of the following:

a. A subjective assessment of contractor performance against DSP headings as follows[12]:

i. Approach to project management
ii. Responsiveness
iii. Information Exchange
iv. Management of Suppliers
v. Management of Risk
vi. Management of People
vii. Quality of output
viii. Commercial Management
ix. Innovation
x. Quality of Relationship
xi. Flexibility

b. An objective assessment of achievement of KPIs by calendar month.

c. A list of TDO endorsed Adds and Deletes for the preceding quarter in line with the CCN process.

d. An objective assessment of progress against Key Deliverables in last Quarter and prediction of important Key Deliverables in Next Quarter.

3. **Up to date ORIC Logs**. (Standing Agenda Item 3). The key mechanism with which to manage and provide a record of contract activity are the ORIC Logs as follows:

a. Opportunities Register – Registers ‘raw’ opportunities prior to them being actively managed as issues.

b. Risks Register – Registers a ‘snap shot’ of risks as they may affect the contract.

c. Issues Log – A log of actively managed issues with clear guidance on ownership and target dates for resolution.

d. Changes Log – An historical record of endorsed changes, CCN and Major Changes, which have normally been addressed as issues to identify the most appropriate way forward. Issues appear on the Changes Log as soon as a CCN or Major Change negotiations have begun.

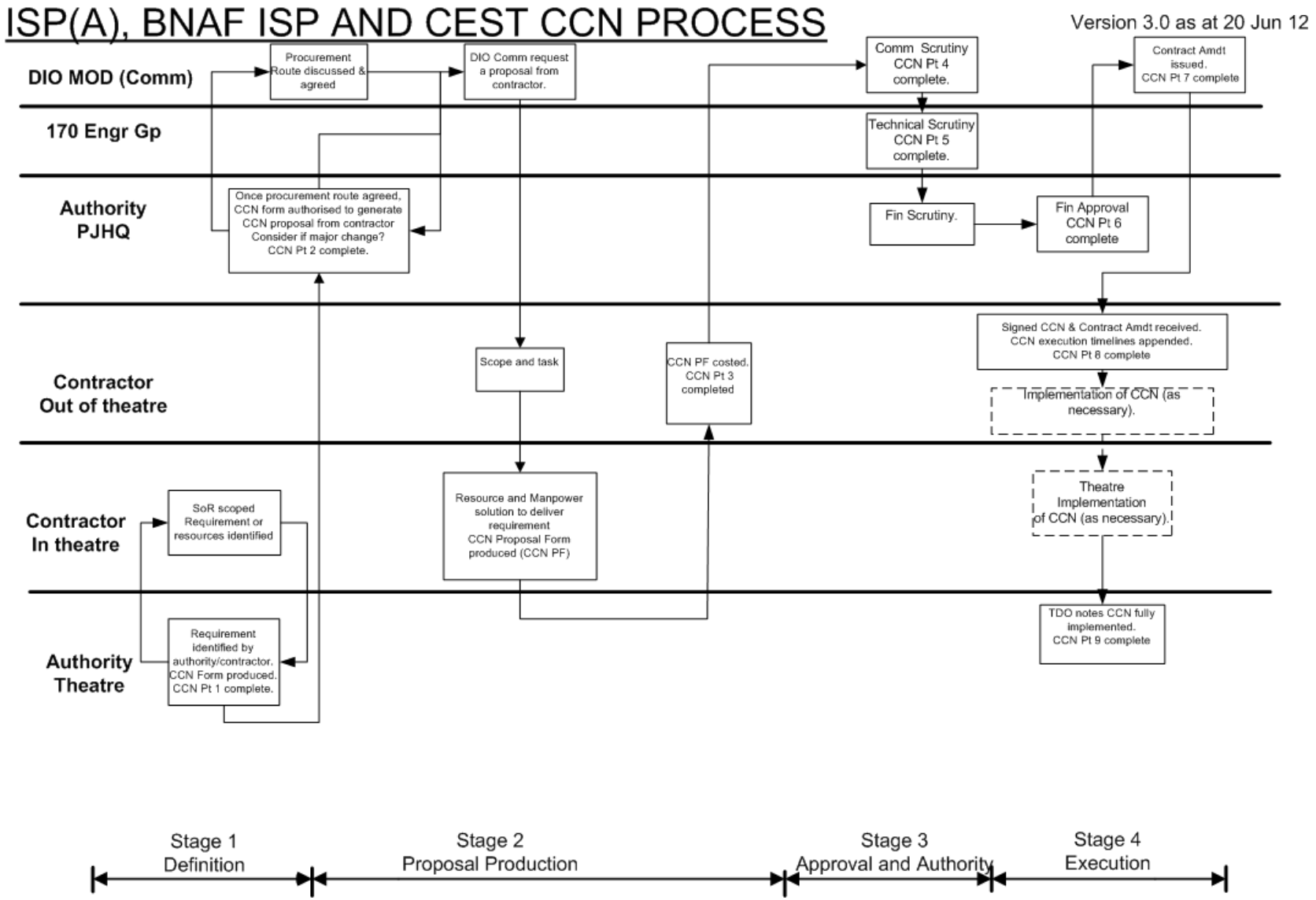
[12] The objective assessment should aim to highlight best practise and areas for improvement by the Contractor and the Authority.

ANNEX D

RECORD OF CONTRACT CHANGES

Amendment	Change	Date Issued
1	Changes to Bklt 2 and Annex P	18-Nov-11
2	RAC & UIN	18-Dec-11
3	New version of Bklt 2 & 3	21-Dec-11
4	Changes to Annex D (FM to certify)	23-Jan-12
5	New version of Bklt 5	15-Mar-12
6	Not used	
7	Revised Bklt 5	16-Apr-12
8	Admin Support	25-May-12
9	Initial Asset Uplift	11-Jul-12
10	De-rubberisation	26-Jul-12

ANNEX E


ISP(A), BNAF ISP AND CEST CCN PROCESS
Version 3.0 as at 20 Jun 12
DIO MOD (Comm)
170 Engr Gp
Authority PJHQ
Contractor Out of theatre
Contractor In theatre
Authority Theatre
Procurement Route discussed & agreed
DIO Comm request a proposal from contractor.
Comm Scrutiny CCN Pt 4 complete.
Contract Amdt issued. CCN Pt 7 complete
Technical Scrutiny CCN Pt 5 complete.
Once procurement route agreed, CCN form authorised to generate CCN proposal from contractor Consider if major change? CCN Pt 2 complete.
Fin Scrutiny.
Fin Approval CCN Pt 6 complete
Signed CCN & Contract Amdt received. CCN execution timelines appended. CCN Pt 8 complete
Scope and task
CCN PF costed. CCN Pt 3 completed
Implementation of CCN (as necessary).
Theatre Implementation of CCN (as necessary).
SoR scoped Requirement or resources identified
Resource and Manpower solution to deliver requirement CCN Proposal Form produced (CCN PF)
Requirement identified by authority/contractor. CCN Form produced. CCN Pt 1 complete.
TDO notes CCN fully implemented. CCN Pt 9 complete
Stage 1 Definition
Stage 2 Proposal Production
Stage 3 Approval and Authority
Stage 4 Execution

ANNEX F

6-MONTHY REPORT TO THE PROJECT BOARD (PB)

1. **Aim**. The aim of the 6-monthly report to the ISP(A) PB is to articulate progress against the contract intent.

2. **Timing**. The 6-monthly report to the PB will be provided within 31 days of the end of Period 6 (Jun) and Period 12 (Dec) of each contract year.

3. **Format**. (to cover preceding six monthly periods)

    - Subjective (Satisfactory/Unsatisfactory) and Objective (against KPI Achievement) assessment of Contract performance.

    - Key Contract Milestones

    - Summary of Endorsed Changes

    - Assessment for next 6 reporting periods.

4. **Responsibility**. PJHQ SO1 J4 Infra has responsibility for production of the 6-monthly report. The Report should be cleared by the PB and then declared to ACOS J1/4 and ACOS J8.

5. **PB Membership**. The following Appointments have membership of the ISP(A) PB:

DACOS J4A	Chair
SO1 J4 Infra	
Comd 170 (Infra Sp) Engr Gp	
Asst Hd of Commercial Ops DIO Commercial	
CO UK Wks Gp RE (Afghanistan),	
CO Wks Gp RE (Airfields)	
SO2 J4 Infra HERRICK	Sec

Copy to:

MA/Comd Sec (if Directed)
MA/COS(Ops) (If Directed)
PJHQ ACOS J1/4
PJHQ ACOS J8

ANNEX G

THIRD PARTY AUDITS

	Op EUNOMIA 12B		Op EUNOMIA 13A		Op EUNOMIA 13B		Op EUNOMIA 14A		Op EUNOMIA 14B		Op EUNOMIA 15A	
	Primary	Secondary	Primary	Secondary	Primary	Secondary	Primary	Secondary	Primary	Secondary	Primary	Secondary
DP 1	Planning and management of inspection and O&M of assets.	Tier 1 assets.	Management & implementation of Statutory activities.	To include: a. H&S policy. b. CDM 2007. c. Environmental & sustainability. d. Legionellosis.	ISP Manning levels.	a. Key positions and cover during times of absence. b. Adequate resources to trades.	Planning and management of inspection and O&M of assets.	To cover: a. Tier 2 assets. b. Tier 3 assets.	Asset Management.	a. Check asset add/omits are captured on MAXIMO. b. PPMs captured against new assets.	Management & implementation of Contract archives.	Files (hard & soft) from Contract CT/INT13/0025 for audit prior to archiving.
	Management & implementation of Contract archives.	Files (hard & soft) from Contract DE35/8074 for audit prior to archiving.	Management of site closure.	Management and co-ordination of subsequent remediation works.	Planning and management of inspection and O&M of assets.	Tier 1 assets.	Management of site closure.	Management and co-ordination of subsequent remediation works.			Management of site closure.	Management and co-ordination of subsequent remediation works.
	Management & implementation of Mandatory activities.	To include: a. QMS. b. Stores, materiel & equipment.	Compliance with Tier 1 accounting systems.	To cover: a. MJDI. b. JAMES.								
DP2	REM < IRL	a. Interogate qty of REM<IRL raised against MIS. b. Check actual costs attributed to each activity.	REM>IRL	Audit random sample of F1097s raised.	TWE O&M.	a. PPM activities. b. Reporting to ECI PT for GEMS input. c. Suitably trained personnel.	REM>IRL	Audit random sample of F1097s raised.	REM < IRL	a. Interogate qty of REM<IRL raised against MIS. b. Check actual costs attributed to each activity.	REM>IRL	Audit random sample of F1097s raised.
	REM against monthly quota for AOS.	Ratify quantities in Booklet 5 remain suitable.	REM against monthly quota for AOS.	Ratify quantities in Booklet 5 remain suitable.					REM against monthly quota for AOS.	Ratify quantities in Booklet 5 remain suitable.		
	Statutory PPMs missed	Audit qty, implications and ISP corrective action.	Statutory Inspections missed	Audit qty, implications and ISP corrective action.	Statutory PPMs missed	Audit qty, implications and ISP corrective action.	Statutory Inspections missed	Audit qty, implications and ISP corrective action.	Statutory PPMs missed	Audit qty, implications and ISP corrective action.	Statutory Inspections missed	Audit qty, implications and ISP corrective action.
DP 3A	MNW <£30K.	a. SDM competence and use of TOs. b. RM < £3K in correct OBL.										
DP3B			Ordered Works >£30K.	Random selection of F1097/1s for audit.			Ordered Works >£30K.	Random selection of F1097/1s for audit.			Ordered Works >£30K.	Random selection of F1097/1s for audit.
DP 4	Transition from GLOBAL to MJDI.	Check process accuracy.	RSC activities.	Log node process for ISP managed Tier 1 assets.	Stock taking and reconciliation process.	JSP 886.	Joint inspection with ELI.				Joint inspection with ELI.	

DP 5	RSC activities.	Check process: a. Manifests. b. Repackaging/ use of thatchams.	ACT activities against DP3.	If conducted, check cost savings to Authority.								
DP 6	SHE.	a. Check suitability of Risk Assessments and input to H&S Plan. b. Tradesmen suitably trained.										
DP 7	Not used											
DP 8	Not used											
Misc	Auth Audits	Check: a. Quantities conducted. b. Audit programme. c. Audit close outs.	Auth Deliverables	Check: a. Accuracy of records. b. Progress on non compliance.								
Misc	KBR Audits	Check: a. Quantities conducted. b. Audit programme. c. Audit close outs.	KBR Deliverables	Check: a. Accuracy of records. b. Progress on non compliance.								
CEST	Mobilisation & Demobilisation (Lessons Identified)	To includes following phases: a. Planning for CEST mobilisation. b. Actual mobilisation. c. Demobilisation of the DMT. d. Handover of tasks.	a. Recommend whether contract should be extended+1 b. Assurance on current processes c. Review of actual effectiveness and vfm of this output based contract versus previous DMT contract.									

ANNEX H

DEFENCE EQUIPMENT & SUPPORT (DE&S) CONTRACTS

NATO Stock No	Equipment Name	New	Spares	Repair	SOIP	Notes
To be codified	20,000ltr S.B. Fuel Tank (ISO Containerised)	X	X	X		
6115-99-515-4683/ 6115-99-574-4755	320/350 kVA Cat Finn/Acclimatise	X	X	X		
Various	LAPDS - Cap Spares (e.g. LGIU, GIUs)	X	X	X		New Cap Spares (e.g. LGIU, GIU)
4630-99-908-6006/ 4630-99-430-4169/ 4630-99-908-6515	Toilet Combination Unit (TCU)/Ablution Types 1, 2 & 3	X	X	X		Level 4 Repair via DSG Telford
3510-99-517-5347	Laundry Unit (ITC) (ISO Containerised)	X	X	X		Level 4 Repair via DSG Telford
7320-99-700-8411	Field Feeding Sanitisation Unit (ISO Containerised) (Big Dishwasher)	X	X	X		Level 4 Repair via DSG Telford
4110-99-909-9100	Ambient Temperature Container (Larder) (ISO Containerised)	X	X	X		Level 4 Repair via DSG Telford
4110-99-376-1818	Dual Function Refrigeration/Freezer (ISO Containerised)	X	X	X		Level 4 Repair via DSG Telford
4110-99-908-6509	Drug Unit (Refrigerated) (ISO Containerised)	X	X	X		Level 4 Repair via DSG Telford
4110-99-241-6669/ 4110-99-908-6483/ 4110-99-937-0600	Mortuary Unit (Refrigerated) (ISO Containerised)	X	X	X		Level 4 Repair via DSG Telford
4540-99-133-6608/ 4540-99-332-8432	Incinerator (ISO Containerised)	X	X	X		Level 4 Repair via DSG Telford
4320-99-261-5479/ 4320-99-334-0076	Pump Pressurisation Unit (PPU) (ISO Containerised & Non-Containerised types)	X	X	X		Level 4 Repair via DSG Telford
Various	HVAC (Dantherm ACM7 Mk1)	X	X	X		Level 4 Repair via DSG Telford

NATO Stock No	Equipment Name	New	Spares	Repair	SOIP	Notes
0034-93-003-1987/ 4120-99-382-4602	HVAC (15kw Caterpillar & Acclimatise ECU types)	X	X	X		Level 4 Repair via DSG Telford
Various	HVAC (Zhendre)	X	X	X		Level 4 Repair via DSG Telford
5410-994330-99-750-9123-726-0411	TBAU	X	X			
5430-99-1208021	GS Tentage				X	
8340-99-312-4060	GS Tentage - Insulation				X	
4510-99-490-4057	Water Storage - MoD 70m³ Tanks (Oxfam) & Spares		X			
5430-99-120-7996	Water Storage Tank - Fabric Collapsible				X	
7520-99-135-4683	Furniture - Bespoke Range				X	
7105-99-3832180	Furniture - COTS Range (Camp Furnishings)				X	
4540-01-581-2479	Industrial Medical Incinerator (IMI) incl Spares	X			X	
4110-99-344-8431 & 4110-99-310-9271	Drug Fridges LR400 (For Fd Hosp)	X				
To be Codified	Deployable Weapon Storage System (DWSS) incl Spares	X				
8340-99-551-0054	Flooring - Rola-Trac (Internal)				X	
9330-99-858-1406	Flooring - Eco-Grid (External)				X	
TBC	Water Heater (replacement for Puffing Billy)				X	

SOIP - "Spend on Inventory Purchase" previously known as Spend on Stock Purchases (SOSP) i.e. consumables & non-repairable assets.

Appendix 1 to ANNEX H

MACRO CONTRACT INTERFACES

To Fol